

THE RELATIONSHIP BETWEEN MANAGERS' LEADERSHIP STYLES AND MOTIVATION

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The relationship between leadership styles, which managers practice, and their motivation, which drives them in accomplishing their organizational goals, is analyzed in this paper. For this purpose, on the sample of 40 Croatian managers, it is determined which is the dominant leadership style (by using the Likert's system) and to which degree it is applied at a particular management level. Subsequently, in accordance with Herzberg's two factor theory, the motivational influence on particular leadership style, considering management level, is being analyzed from the aspect of extrinsic and intrinsic motivation.

1. INTRODUCTION

Companies today face strong/fierce competition which creates numerous and considerable challenges. Hence, the need for a continuous improvement of company's effectiveness and efficiency by creating competitive advantage in order to survive arises. For this purpose, every company must, among other things, exploit the full potential of its employees, and leadership plays a crucial role in the process. It is considered that leadership is the key factor in directing all organizational components towards effective accomplishment of

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organizational goals (Burns, 1978) and it needs to provide interaction between all members of the organization. Leaders set goals and lead their followers in accomplishing them (Chaleff, 1995), and it is crucial how dedicated to these goals the followers are (Kelley, 1992). The survival of an organization lies in its ability to preserve its effectiveness and in its preparedness to accomplish its mission and goals (Northouse, 2007), which are being achieved with the support of effective leadership. However, in order for leadership to be effective, it is necessary that the leadership style is compatible with the motivational needs of the followers (Argyris, 1976; Maslow, 1954), otherwise the effectiveness will decrease. By definition, leadership is closely related to human resources, which are considered today the key factor of every company's success. Therefore, a company cannot be successful without skilful leadership, without initiation of follower's activity and without encouraging employees' high motivation and engagement.

Experience has shown that leadership and motivation are in a mutual interaction – the most motivated followers have the most motivated leadership and vice versa. Therefore, the understanding of motivation is a powerful management's mean in achieving company's goals. Namely, understanding the behavior, foresighting, directing, changing, and even controlling the behavior in organizations are all necessary preconditions for effective leadership aimed at achieving company's goals, mission, and vision (Blanchard/Hersey, 1993, p. 13). It is considered that motivated and satisfied individuals can ensure survival and growth of a company in a dynamic and highly uncertain environment because of the strong influence leadership has on employees' individual performances and their involvement in achieving company's goals (Hellriegel et al., 1992, p. 477). In other words, delivering high performances is directly connected with the relationship between leadership style and followers' motivational needs. This fact has encouraged many researches which have tried to provide an answer which leadership style is the most appropriate. This quest has resulted in significant leadership theories - from trait theory, through the behavioral and contingency theory, to the contemporary approaches to leadership such as transactional, transformational, interactive, and servant leadership. There are numerous authors who have contributed to these theories and approaches – from Mayo and Lewin, McGregor, Argyris and Likert, to Fiedler, Yetton, Vroom, Handy, Bennis, Yammarino, Greenleaf and numerous others.

Numerous researches of relationship between leadership style and motivation have shown that leadership style influences motivation. Mehta et al. (2003), for example, in their researches on leadership style, motivation, and

performances, showed that different leadership styles influence motivation. They claimed that participative, supportive and directive leadership styles made the employees more motivated which in return resulted in higher level of performance. Bass/Avolio (1999) in their studies established a correlation between transformational leadership style and motivation. Storseth (2004) has found that the leadership style that was people-oriented was a key predictor for work motivation. Many other researches have also confirmed these results leading to a widely spread opinion about the linkages between leadership styles and employees' motivation.

Therefore, the essential question is which combination of leadership styles and followers' motivational needs results in an optimal level of organizational effectiveness?

The most recent researches have shown that the contemporary leader is characterized by the supportive leadership style that shows leader's concern for subordinates' well-being and their personal needs. Leadership behavior is open, friendly, and approachable, and the leader creates a team climate and treats subordinates as equals (Blanchard, 2009). Such a leadership style ensures the highest possible involvement of all the employees in achieving the company's goals, which then results in the rapid growth of production, employment, and standard of life.

Although many researches into leadership and motivation have been undertaken, only a few of them have focused on managers' motivation and their leadership styles. Therefore, two questions are being raised here: Does the managers' motivation influence their leadership style? If yes, which motivational factors – intrinsic or extrinsic are more important? The purpose of this research is to answer these two questions.

2. THEORETICAL BACKGROUND

2.1. The dimensions of leadership style

Different authors define leadership in different ways, so it can be said that there are almost as many definitions of leadership as there are authors who have attempted to define the concept (Stogdill, 1974, p. 259). From the period when Stogdill noticed this till today, number of those definitions has increased. And from all those definitions, it follows that leadership has been defined in terms of traits, behavior, influence, interaction patterns, role relationship, and occupation of an administrative position (Yukl, 2002, p. 2). Table 1 shows some of the

most representative definitions proposed in the second half of the 20th century. From all these definitions, Yukl concludes that leadership is the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives (Yukl, 2002, p. 7).

Table 1. Definitions of leadership

<ul style="list-style-type: none">○ Leadership is <i>“the behaviour of an individual... directing the activities of a group toward a shared goal”</i> (Hemphill & Coons, 1957, p. 7).○ Leadership is <i>“the influential increment over and above mechanical compliance with the routine directives of the organization”</i> (Katz & Kahn, 1978, p. 528).○ <i>“Leadership is exercised when persons ... mobilize ... institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers”</i> (Burns, 1978, p. 18).○ Leadership is <i>“the process of influencing the activities of an organized group toward goal achievement”</i> (Rauch & Behling, 1984, p. 46).○ <i>“Leadership is the process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose”</i> (Jacobs & Jaques, 1990, p. 281).○ Leadership <i>“is the ability to step outside the culture ... to start evolutionary change processes that are more adaptive”</i> (Schein, 1992, p. 2).○ <i>“Leadership is the process of making sense of what people are doing together so that people will understand and be committed”</i> (Drath & Palus, 1994, p. 4).○ <i>“Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished”</i> (Richards & Engle, 1986, p. 206).○ Leadership is <i>“the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization.”</i> (House et al., 1999, p. 184).
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Source: Yukl, G., op. cit., p. 3.

Different definitions of leadership style derive from different definitions of leadership. Stogdill (1974) thus finds that leadership style means a method and capability aimed at achieving organizational targets and further affects all organizational activities. Fiedler (1967) states that a leadership style is a type of relationship by which someone uses his rights and methods to influence many employees to work together in pursuit of a common goal.

In an attempt to interpret leadership styles, numerous theories have been developed. Stogdill (1974) distinguishes six basic groups of these theories - Great Man Theory and Trait Theory - typical for the 19th century; environmental theories or situational theories - characteristic for the first half of the 20th century; personal-situational theory - characteristic for the period between the 1930s and the 1960s, and three theories developed at the end of the 20th century - the interaction-expectation theory, the humanistic theory, and the exchange

theory. All of these theories, especially the humanistic ones, emphasize the relationship between leadership styles and motivation, and establish that adjusting leadership style is the key factor of high motivation and productivity.

These theories have defined numerous and different leadership styles. The style of an individual is being established and is based on a combination of his beliefs, values and preferences, as well as organizational culture and norms which encourage one style and discourage others. There are three main key variables in Leadership theories that affect the styles of leadership - characteristics of the Leader, characteristics of the Followers and characteristics of the Situation.

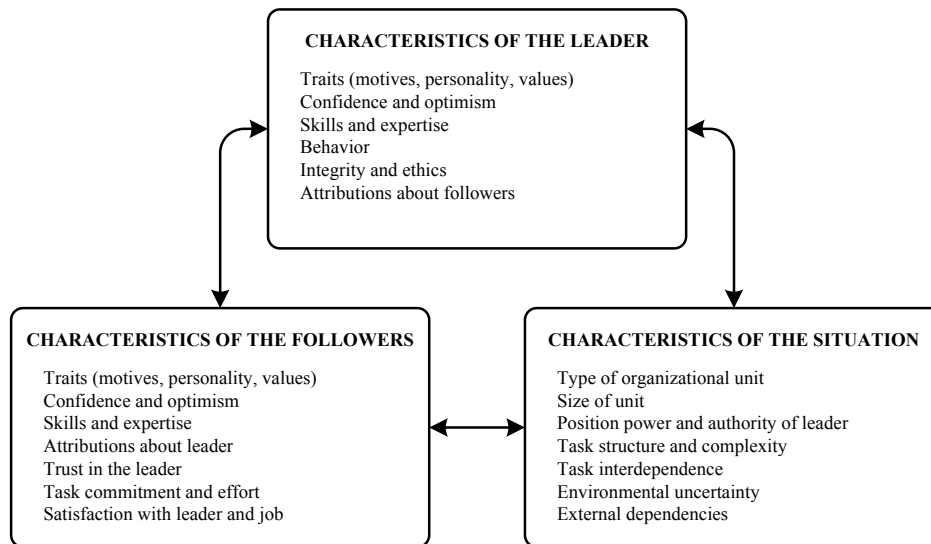


Figure 1. Key leadership components

Source: Yukl, G., op. cit., p. 11.

As shown in Figure 1, the three leadership components are mutually interdependent. This means that leadership is significantly affected by the ability or inability of the leader, who has the appropriate knowledge, skills, and personality, by the ability or inability of followers, who possess or do not possess the necessary knowledge and skills, and who may or may not be motivated, and by the stable or turbulent environment. In fact, they determine the success or failure of leadership in each specific situation. Therefore, the basic task of leadership is to find and maintain a balance between the above mentioned components.

2.2. The dimensions of motivation

The term *motivation* is inherent in the definition of leading, leadership and leadership style. Namely, motivation in the most general sense is defined as an establishment of goal-oriented behavior (Cleveland & Murphy, 1992). Deci and Ryan (1985) identify two aspects of behavior: energization and direction. Energization in motivation is a fundamental need, while direction concerns the process of directing action towards satisfaction.

Simply put, motivation is encouraging people to achieve organizational, group, and individual goals, which are interwoven, so often the realization of one indirectly but simultaneously means the achievement of others. In this context, Deci and Ryan (2000, p. 15) holds that "everyone wants more motivation, but is not entirely sure what it is. Managers and leaders would say they wanted more motivated team of employees or groups, and employers want to hire motivated people. Moreover, the demands of employers are even higher - for example, the person they want to hire should be self-motivated. "

Throughout history many theories of motivation have been developed that have been based on various assumptions, putting emphasis on the various dimensions of human behavior. Abraham Maslow is considered an architect of these theories with his hierarchy of needs theory, on which many authors built and further developed their own theories of motivation. The authors who particularly stand out with their theories are Alderfer, Atkinson, Miner, Vroom, Porter and Lawler, Skinner, Richard and Hackman, Oldham and others. All of these theories can be grouped into three basic categories of understanding motivation: content approaches, process approaches, and reinforcement theories.

Among these theories of motivation, it is important to point out Herzberg's (1959) theory which identifies two groups of factors - intrinsic and extrinsic. Intrinsic motivation is that which originates from the individual and its realization raises productivity and self-actualization. Extrinsic motivation is that which comes from the outside of the individual, and its realization results in what Lawler (1973) calls social reward. The most talented and innovative employees are rarely motivated solely by extrinsic rewards (money and other benefits), but also by their intrinsic motivation – which comes from the work they do. The importance of motivation, especially intrinsic, manifests itself in the fact that it can lead to the behavior that is reflected in high performance of the organization. Therefore, leaders can use motivational techniques to help satisfy the needs of employees and to simultaneously encourage higher work

performances (Daft, 2008, p. 623). It is possible in this sense, according to Dyer (1972), to distinguish three areas which are affected by motivation - changes in the quantity, quality, and performance direction. Hellriegel/Slocum (1988) identified three main variables that affect the motivation - individual characteristics, job characteristics and organizational characteristics as shown in Figure 2.

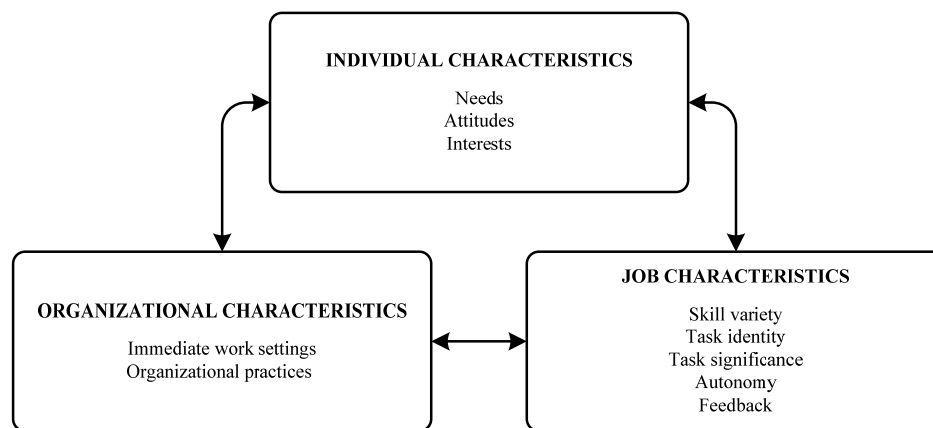


Figure 2. Interactions of motivational factors

Source: Hellriegel/Slocum, 1988, p. 429.

In an attempt to motivate followers, leaders must consider the interaction between all three groups of motivational factors. They must understand that the way they apply certain rules and rewards can either motivate or demotivate followers. Furthermore, leaders should bear in mind that when motivating similar needs of individuals, different followers can react in different ways. Wiley (1997) suggests that for achieving organizational success it is imperative that the employees understand the importance of motivation considering that this understanding is essential for improving productivity. In this context, the motivation emerges as one of the most important functions of leadership.

2.3. Relationship model between managers' leadership style and motivation

In order to research the relationship between leadership style and managers' motivation, it was necessary to develop an adequate diagnostic model. In designing this model, the starting point were the Likert's (1961)

model as the most appropriate model for a research on leadership styles, and Herzberg's (1959) model as the most appropriate model for a research on leaders' motivation (Malhorta, 2014; Arnold, McCroskey and Prichard, 1967).

In Likert's model, four leadership styles are differentiated. Those are: (1) the exploitive-authoritative, which is the epitome of the authoritarian style, (2) the benevolent-authoritative, which is basically a paternalistic style, (3) the consultative, which moves towards greater democracy and teamwork, and (4) the participative-group system, which is the ultimate democratic style (Cole, 2004, p. 55).

Herzberg's model identifies two categories of motivational factors: intrinsic and extrinsic. Intrinsic are: achievement, recognition, work itself, responsibility, and advancement, and extrinsic are: work conditions, supervision, security, salary, and company policy. By combining Likert's and Herzberg's model, a diagnostic model of leadership styles and motivation is designed (see Figure 3).

	Authoritarian style	Paternalistic style	Consultative style	Participative style
Intrinsic factors	1.1	1.2	1.3	1.4
Extrinsic factors	2.1	2.2	2.3	2.4

Figure 3. Diagnostic model of leadership styles and motivation

This model of managers' leadership styles and motivation was used to design a questionnaire consisting of 36 questions. For all the variables of managers' leadership styles and motivation, four potential answers were defined in a way that each of these answers corresponded to one of the four Likert styles of leadership, that is, to each of the ten variables of motivation.

3. METHODOLOGY

3.1. Objectives

The purpose of this research is to identify the relationship between managers' leadership styles and their motivation, in order to obtain answers to the following two questions:

- Does motivation influence managers' leadership style?
- If managers' motivation influences their leadership style, to what extent do the intrinsic the extrinsic motivation factors contribute to it?

Therefore, this research aims to show the relationship between leadership styles and motivation of managers and to explain the main motivational impact factors on managers' leadership styles.

3.2. Hypotheses

In order to research relationships and connections between managers' leadership styles and motivation, two hypotheses were made:

- H₁** – There is a relationship between managers' leadership styles and managers' motivation.
- H₂** – The relationship between managers' leadership styles and his/her intrinsic motivation is stronger than the relationship between managers' leadership styles and his/her extrinsic motivation.

As previously said, there is a positive relationship between leadership styles and motivation. Therefore, the above hypotheses were made to determine the direction, intensity and type of this relationship.

3.3. Sample

The empirical research was conducted in the second half of 2013 using a comprehensive questionnaire sent by regular mail to randomly selected managers on different hierarchical levels in all 396 large Croatian companies (the total number of Croatian large companies according to the Croatian Chamber of Economy – 2012 Database). From 396 questionnaires sent, 40 of them were answered correctly and returned (10.1% return rate), forming in this way the final research sample consisting of 40 managers at all levels of management.

To be more specific, four different hierarchical levels of management – top, senior, middle, and lower, were identified (Table 2) in the researched companies. Having in mind that there were only 12 managers in the sample which belong to middle or lower levels of management in the analyzed companies, in the analysis of empirical research results these two categories or levels of management were merged into one category, i.e. middle and lower.

Table 2. Levels of management

Levels of management	Frequency	Percent	Valid percent	Cumulative percent
Middle and lower	12	30.0	30.0	30.0
Senior	21	52.5	52.5	82.5
Top	7	17.5	17.5	100.0
Total	40	100.0	100.0	

3.4. Measures

For the purpose of this research, a special questionnaire, consisting of 36 questions grouped into three sections was designed. Most of the questions were close-ended questions and formulated according to the Likert-type scale with five degrees of intensity. First section was related to the characteristics of the respondents, and consisted of 5 questions, the second one was related to the characteristics of leadership styles encompassing 21 questions, and the last one covered motivation with 10 questions.

Given this research was oriented toward the Likert's leadership model, the second section was designed according to that specific model, addressing six fundamental variables that can be judged as the essence of leadership. Those are: 1. motivation, 2. communication, 3. interaction, 4. decision-making, 5. goals and 6. controlling. Section which was related to motivation was designed in line with Herzberg's theory, and consisted of five questions related to extrinsic and five questions related to intrinsic factors.

3.5. Statistical analysis

Collected data were processed using Microsoft Excel and SPSS 17.0 - *Statistical Package for the Social Sciences (version 17.0)* software. This processing resulted in:

- descriptive statistical analysis of the data collected, which included calculation of the mean values such as the mean, median, and mode, and the measures of dispersion around the mean values, i.e. standard deviation;
- bivariate analysis which determined the existence and characteristics of associations, both between individual elements of independent and dependent variables, and collectively between independent and dependent variables in the research, which included various tests

(relationships significance, significance of differences, correlation, etc.).

4. RESEARCH RESULTS

4.1. Demographic characteristics

As demographic characteristics can be a significant factor when researching managers' motivation and leadership styles, five of these characteristics are analyzed. These demographic characteristics are: (1) gender, (2) age, (3) an academic degree, (4) total work experience, and (5) work experience in the company.

The research results of the mentioned demographic characteristics are given in Table 3, leading to more conclusions which point to the following:

- out of the total number of respondents, 75.0% were male, and 25.0% female; while men are represented at all levels of management, women are represented only at the senior level (38.1%) and the middle and lower management levels (16.7%),
- in terms of the level of education, the highest number of respondents (95.0%) have a university degree education, while only 5.0% of managers have high school education and they are at lower levels of management,
- broken down by age, it is interesting to notice that none of the managers is under 29 or over 59, which shows that the age structure of management can be considered very good,
- in terms of managers' experience, the structure of the management is also very good, considering none of the managers has less than 15 years of experience, and dominantly, that the work experience has been gained in the company in which they are currently working.

4.2. Leadership styles characteristics

Extensive data was generated by analyzing the questionnaire on leadership styles. In the following text, first the results are given for the key variables, and then summarily.

Table 3. Demographic characteristics of the respondents

Demographic characteristics of managers		Level of management								Differences in the level of management
		Middle and low		Senior		Top		Levels of management in total		
Gender	Male	Fr.	%	Fr.	%	Fr.	%	Fr.	%	0.783
		Female	2	16.7	8	38.1	0	0.0	10	
	Total	12	100.0	21	100.0	7	100.0	40	100.0	
Formal education degree	High school	0	0.0	0	0.0	0	0.0	0	0.0	0.131
	College	2	16.7	0	0.0	0	0.0	2	5.0	
	BSc	6	50.0	16	76.2	5	71.4	27	67.5	
	MSc or PhD	4	33.3	5	23.8	2	28.6	11	27.5	
	Total	12	100.0	21	100.0	7	100.0	40	100.0	
Age	20-29	0	0.0	0	0.0	0	0.0	0	0.0	0.004
	30-39	2	16.7	4	19.0	3	42.9	9	22.5	
	40-49	2	16.7	13	61.9	4	57.1	19	47.5	
	50-59	8	66.7	4	19.0	0	0.0	12	30.0	
	> 60	0	0.0	0	0.0	0	0.0	0	0.0	
	Total	12	100.0	21	100.0	7	100.0	40	100.0	
Work experience (years)	< 5	0	0.0	0	0.0	0	0.0	0	0.0	0.072
	6-15	2	16.7	8	38.1	5	71.4	15	37.5	
	16-30	8	66.7	9	42.9	2	28.6	19	47.5	
	> 30	2	16.7	4	19.0	0	0.0	6	15.0	
	Total	12	100.0	21	100.0	7	100.0	40	100.0	
Work experience (years) in current	< 5	0	0.0	0	0.0	0	0.0	0	0.0	0.611
	6-15	6	50.0	13	61.9	5	71.4	24	60.0	
	16-30	4	33.3	4	19.0	2	28.6	10	25.0	
	> 30	2	16.7	4	19.0	0	0.0	6	15.0	
	Total	12	100.0	21	100.0	7	100.0	40	100.0	

4.2.1. Motivation

Motivation can be defined as every influence that causes, directs and maintains the target behavior of people (Buble, 2006, p. 493). Therefore, the question is how managers achieve this effect. In the quest for an answer to this question this research went from the four basic variables:

1. type of motivation
2. factors of motivation
3. attitudes towards the company and its goals
4. opinion of those responsible for setting the company goals.

Answers to the questions related to these variables are given in Table 4.

Table 4. The structure of motivation variables as aspects of leadership style

Motivation variables	1	2	3	4	Mean
Type of motivation	0.0%	17.5%	27.5%	55.0%	3.38
Factors of motivation	2.5%	20.0%	47.5%	30.0%	3.05
Attitudes towards the organization and its goals	5.0%	0.0%	45.0%	50.0%	3.45
Opinion of those responsible for setting the company goals	2.5%	30.0%	12.5%	55.0%	3.20
Total:	0.0%	5.0%	55.0%	40.0%	3.27

From Table 4, it can be concluded that the dominant factor for managers' motivation is their participation in decision-making that prevalently makes them feel responsible, and in addition to that, they find material rewards to be a rather significant motivating factor.

4.2.2. Communication

Communication is commonly defined as the process of transferring information from one person to another. Interpersonal communication is not only an indicator of the involvement of an individual in a group, but also an indicator of individual's self-actualization. Therefore, the development of communication in the company significantly affects its business performance, and demonstrates leadership style which the leaders use. In order to determine how developed the communication is, the following four variables were tested:

1. the most common direction of communication flow
2. accepting information given by subordinates
3. the accuracy of information given by subordinates
4. awareness of the subordinates' problems.

The answers to the questions related to the listed variables are given in Table 5. It can be concluded that communication is both horizontal and vertical. The subordinates accept information given by managers quite well and at the same time they inform their superiors of the work-related and their personal problems. This shows that the senior levels of management are well acquainted with the problems of the lower levels.

Table 5. The structure of communication variables as aspects of leadership style

Communication variables	1	2	3	4	Mean
The most common direction of communication flow	0.0%	12.5%	17.5%	70.0%	3.58
Accepting information given by subordinates	5.0%	15.0%	47.5%	32.5%	3.08
The accuracy of information given by subordinates	0.0%	5.0%	22.5%	72.5%	3.68
Awareness of the subordinates' problems	0.0%	5.0%	82.5%	12.5%	3.08
Total:	0.0%	5.0%	37.5%	57.5%	3.35

4.2.3. Interaction

Interaction is the process of mutual and reciprocal influence of two or more people on each other's behavior. Interaction is of crucial importance for the management, and it manifests itself through the leadership style applied by a certain manager. In order to determine how developed the interactions between the manager and his/her subordinates are, four variables were tested. These variables are:

1. quantity and nature of interaction with subordinates
2. the existence of teamwork and cooperation in respondents' departments
3. frequency of seeking ideas and consent from subordinates
4. amount of influence of subordinates.

The answers to the questions which describe the mentioned variables are given in Table 6. The interactions between superiors and subordinates are strong, which is understandable considering that teamwork and cooperation among subordinates in the same department are encouraged.

It is necessary to point out that the subordinates are encouraged to produce ideas that are often accepted, and they regularly participate in decision making. All this indicates a considerable influence subordinates have.

Table 6. The structure of interaction variables as aspects of leadership style

Interaction variables	1	2	3	4	Mean
Quantity and nature of interaction with subordinates	0.0%	5.0%	77.5%	17.5%	3.13
Existence of teamwork and cooperation in respondents' departments	0.0%	5.0%	70.0%	25.0%	3.20
Frequency of seeking ideas and consent from subordinates	0.0%	10.0%	65.0%	25.0%	3.15
Amount of influence of subordinates	0.0%	20.0%	65.0%	15.0%	2.95
Total:	0.0%	5.0%	70.0%	25.0%	3.11

4.2.4. Decision-making

Decision-making is defined as a process of identifying problems and opportunities to address them (Daft, 1997, p. 279), and it includes efforts before and after the decision is made. Who the decision makers are and how intensely the subordinates are involved in the decision-making process has a significant impact on the realization of the decisions made.

Therefore, it is very important to examine how this process takes place in companies. For this purpose, two variables were tested:

1. the organizational level at which the decisions are made
2. the involvement of subordinates in the decision-making.

The answers to the questions which describe the mentioned variables are given in Table 7. From Table 7, it can be concluded that decisions are being made across all levels of management and that subordinates are significantly involved in the decision-making, particularly of those decisions related to them.

Table 7. The structure of decision-making variables as aspects of leadership style

Decision-making variables	1	2	3	4	Mean
The organizational level at which the decisions are made	0.0%	20.0%	55.0%	25.0%	3.05
The involvement of subordinates in the decision-making	0.0%	22.5%	60.0%	17.5%	2.95
Total:	0.0%	10.0%	62.5%	27.5%	3.00

4.2.5. Goals

Goals are defined as the desired future conditions that the organization intends to achieve (Etzioni, 1964, p. 6). Therefore, considering that these conditions are focused on company's purpose, the way they are being achieved is very important. From this follows that that every manager first tries to define these goals in an appropriate way, and achieve them afterwards in order to ensure company's development and growth.

In order to examine how company goals are set and achieved, four variables were tested:

1. the way in which the goals are being set
2. the levels on which the goals are being set
3. the existence of the resistance toward goals
4. the frequency of goal analysis and achievement.

The answers to the questions which describe the mentioned variables are given in Table 8, from which it can be concluded that the goals are being set by consulting subordinates at all levels of management, therefore it is understandable that resistance occurs rarely. The analysis of the goals thus set is being conducted every month and biannually.

Table 8. The structure of goals variables as aspects of leadership style

Goals variables	1	2	3	4	Mean
The way in which the goals are being set	10.0%	10.0%	77.5%	2.5%	2.73
The levels on which the goals are being set	20.0%	22.5%	30.0%	27.5%	2.65
The existence of the resistance toward goals	2.5%	5.0%	85.0%	7.5%	2.98
The frequency of goal analysis and achievement	0.0%	12.5%	57.5%	30.0%	3.18
Total:	0.0%	12.5%	80.0%	7.5%	2.88

4.2.6. Controlling

Controlling can be defined as a management function aimed at monitoring employees' activities, determining whether the company is directed towards the goals set, and if needed, corrective decision-making (Daft, 1997, p. 12). The task of the management is to ensure that the company develops in such a way as to stay on track of achieving these goals. In this respect, empowerment and trust in employees are being developed as new trends. To verify whether this is so in the examined case, the following three variables were tested:

1. holder of the controlling function
2. existence of the resistance to the rules
3. purpose of the control data.

The answers to the questions which describe the mentioned variables are given in Table 9. The following can be concluded: in general, all managers are holders of the controlling function, there are individuals who only from time to time show resistance to the rules, and control data are dominantly used for self-regulation and problem-solving.

Table 9. The structure of controlling variables as aspects of leadership style

Controlling variables	1	2	3	4	Mean
Holder of the controlling function	0.0%	7.5%	67.5%	25.0%	3.18
Existence of the resistance to the rules	2.5%	5.0%	85.0%	7.5%	2.98
Purpose of the control data	0.0%	17.5%	27.5%	55.0%	3.38
Total:	0.0%	7.5%	70.0%	22.5%	3.18

The analyzed six key variables that determine the style of leadership according to Likert in the researched case behave the same way. In fact, all of these variables are between benevolent and consultative leadership styles, presented by Table 10.

Table 10. The structure of dimensions and the overall leadership style of managers

Dimensions of managers' leadership style construct	1	2	3	4	Mean
Motivation as an aspect of managers' leadership style	0.0%	5.0%	55.0%	40.0%	3.27
Communication as an aspect of managers' leadership style	0.0%	5.0%	37.5%	57.5%	3.35
Interaction as an aspect of managers' leadership style	0.0%	5.0%	70.0%	25.0%	3.11
Decision-making as an aspect of managers' leadership style	0.0%	10.0%	62.5%	27.5%	3.00
Goals as an aspect of managers' leadership style	0.0%	12.5%	80.0%	7.5%	2.88
Controlling as an aspect of managers' leadership style	0.0%	7.5%	70.0%	22.5%	3.18
Overall managers' leadership style	0.0%	5.0%	77.5%	17.5%	3.14

It can be concluded that a soft authoritarian style of leadership, in which there is a significant proportion of the consultative style, dominates in the researched case. The least developed variable of leadership style is the setting of company's goals. This is particularly obvious at lower levels of management that are generally characterized by authoritarian leadership style.

Through training, adequate organizational and other measures, the extreme features of the authoritarian leadership style can be softened. Thus, the consultative style which is much more appropriate to the present time and especially to the time to come will be strengthened.

4.3. Motivation characteristics

Further analysis of the questionnaire provided adequate data on motivation which was then systematized in its two dimensions - extrinsic and intrinsic. In the following sections, first are given the results of the research by key variables, and then summarily.

4.3.1. *The characteristics of extrinsic motivation factors*

As previously mentioned, extrinsic motivation is the motivation which comes from outside of the individual, and its realization results in social rewards (Lawler, 1973). It is without doubt a very important, but not a crucial managers' driving force. Therefore, it is necessary to pay adequate attention to it. It is very important to determine how this type of motivation is provided in a particular case and what factors significantly influence its realization (see Table 11).

In order to get an answer to these questions, the following five variables were tested:

1. the nature of the working conditions in the manager's unit
2. manager's satisfaction with the salary
3. manager's job security
4. the company's policy grade
5. company's interpersonal relationship grade.

Table 11. *The structure of extrinsic motivation factors*

Extrinsic motivation factors	1	2	3	4	Mean
The nature of the working conditions in the manager's unit	0.0%	0.0%	67.5%	32.5%	3.33
Manager's satisfaction with the salary	0.0%	10.0%	40.0%	50.0%	3.40
Manager's job security	5.0%	30.0%	55.0%	10.0%	2.70
The company's policy grade	0.0%	22.5%	52.5%	25.0%	3.03
Company's interpersonal relationship grade	0.0%	20.0%	60.0%	20.0%	3.00
Overall extrinsic motivation factors	0.0%	12.5%	72.5%	15.0%	3.09

Table 11 shows that extrinsic motivation factors are rated as good, to which greatly contribute two extrinsic factors - working conditions and salary, which are the variables that motivate the greatest number of managers. On the other hand, manager's job security proves to be the factor which motivates the managers the least.

4.3.2. *The characteristics of intrinsic motivation factors*

In terms of management, intrinsic motivation has far greater significance than extrinsic motivation, considering that it originates from a very managerial job, so if it is low, it cannot be expected that the manager will work effectively (see Table 12).

Whether this motivation is strong enough has been verified through the following five variables:

1. manager's opinion on how challenging his/her job is
2. the existence of the possibility for attaining achievements and successes
3. delegating powers and responsibilities by supervisors
4. the existence of opportunities for developing and advancing
5. getting recognition for a job well done.

It can be concluded that intrinsic motivation is rated with grade *good*, which was particularly influenced by manager's opinion on how challenging his/her job actually was. However, as opposed to this, the existence of opportunities for developing and advancing, as well as not getting recognition for a job well done lowered the total grade for intrinsic motivation.

Table 12. The structure of intrinsic motivation factors

Intrinsic motivation factors	1	2	3	4	Mean
Manager's opinion on how challenging his/her job is	0.0%	10.0%	42.5%	47.5%	3.38
The existence of the possibility for attaining achievements and success	5.0%	12.5%	60.0%	22.5%	3.00
Delegating of powers and responsibilities by supervisors	0.0%	12.5%	75.0%	12.5%	3.00
The existence of opportunities for developing and advancing	0.0%	20.0%	72.5%	7.5%	2.88
Getting recognition for a job well done	5.0%	35.0%	55.0%	5.0%	2.60
Overall intrinsic motivation factors	0.0%	15.0%	72.5%	12.5%	2.97

4.3.3. Characteristics of motivation across the levels of management

When analyzing the motivations of managers it is certainly interesting to look at how it is manifested across the levels of management. It is expected that extrinsic motivation factors influence more the lower levels of management and that the intrinsic motivation factors influence more the higher levels of management.

Table 13 shows what the motivation factors of the managers who participated in this research were.

Table 13. Motivation across the levels of management

Motivation	Middle and lower management	Senior management	Top management	Average grade
Extrinsic	2.75	3.21	3.31	3.09
Intrinsic	2.63	3.13	3.06	2.97
Total	2.69	3.17	3.19	3.03

From Table 13, it can be concluded that the importance of extrinsic motivation increases as we go up the levels of management and it is the highest at the top management level, which is opposite to the expected. Intrinsic motivation also has a similar tendency, but with somewhat lower grades and it is the strongest at higher levels of management.

Summarizing the assessment of extrinsic and intrinsic motivation it can be concluded that intrinsic motivation (2.97) in this research is slightly lower than extrinsic motivation (3.09), which is not good. Namely, it is expected for the managers' intrinsic motivation to be at significantly higher level as compared to extrinsic motivation because only then can it be expected from managers to be committed to the work they do, and that is a *conditio sine qua non* for the success of their company.

To ensure this, it is necessary, among other things, to develop and establish a stimulating system of development and promotion of managers, as well as an adequate system of different forms of recognition to the managers for a job well done. Given the richness of these models developed in theory and practice, it should not be a big problem to improve the factors of intrinsic motivation.

4.4. Bivariate analysis of the relationship between manager's motivation and his/her leadership style

Finally, in order to test the hypotheses set in this paper, a bivariate statistical analysis was conducted, which included correlation tests and tests of significance of differences. Table 14 shows the results of correlation tests using Spearman's and Pearson's coefficients, depending on the nature of certain variables, dimensions and overall score of the two researched constructs. To test the relationships between different variables, dimensions and whole constructs, a confidence level of 90% was taken.

Results from Table 14 and Table 15 show that the relationships between manager's motivation variables and dimensions on the one hand and manager's leadership style seen at certain dimensions and viewed as a whole on the other hand have different nature. Thus, all the dimensions of manager's leadership style, if they react to changes in their motivation, whether it is about variables, dimensions, or overall, follow the same direction as these changes. On the other hand, when the controlling dimension as an aspect of leadership style changes, it changes in the opposite way than the aforementioned changes.

Table 14. Correlation of manager's motivation and manager's leadership style – dimensions and overall (extrinsic motivation factors)

Correlation Coefficient Sig. (1-tailed) N = 40		Motivation as an aspect of leadership style	Communication as an aspect of leadership style	Interaction as an aspect of leadership style	Decision-making as an aspect of leadership style
Spearman's rho/ Pearson Correlation	The nature of working conditions in manager's organizational unit	-.188	.066	.283*	.249
		.123	.343	.038	.061
	Manager's satisfaction with his/her salary	-.114	.320*	.371**	.305*
		.241	.022	.009	.028
	Manager's job security	-.090	.062	.082	.049
		.291	.352	.307	.381
	Company's policy grade	.314*	.417**	.338*	.141
		.024	.004	.016	.192
	Company's interpersonal relations grade	-.078	.204	.251	.465**
		.317	.103	.059	.001
Overall extrinsic motivation factors	-.091	.207	.269*	.337*	
	.289	.100	.047	.017	
Correlation Coefficient Sig. (1-tailed) N = 40		Goals as an aspect of leadership style	Controlling as an aspect of leadership style		Overall leadership style
Spearman's rho/ Pearson Correlation	The nature of working conditions in manager's organizational unit	-.184	-.288*		.058
		.127	.036		.361
	Manager's satisfaction with his/her salary	.059	-.169		.293*
		.358	.149		.033
	Manager's job security	.112	-.345*		.101
		.245	.015		.269
	Company's policy grade	.430**	-.009		.456**
		.003	.478		.002
	Company's interpersonal relations grade	-.172	-.073		.168
		.145	.327		.150
Overall extrinsic motivation factors	.161	-.246		.135	
	.160	.063		.203	

** Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (1-tailed).

Table 15. Correlation of manager's motivation and manager's leadership style – dimensions and overall (intrinsic motivation factors)

Correlation Coefficient Sig. (1-tailed) N = 40		Motivation as an aspect of leadership style	Communication as an aspect of leadership style	Interaction as an aspect of leadership style	Decision- making as an aspect of leadership style
Spearman's rho/ Pearson Correlation	Manager's opinion on how challenging his/her job is	-.003	.340*	.154	.142
		.493	.016	.171	.191
	Attaining achievement and success	-.045	.443**	.430**	.397**
		.391	.002	.003	.006
	Delegating powers and responsibilities by supervisors in one's dept.	.076	.418**	.272*	.208
		.321	.004	.045	.099
	Developing and advancing in one's dept.	-.052	.150	-.031	.085
		.376	.178	.424	.301
	Getting recognition for a job well done	.055	.337*	.272*	.136
		.368	.017	.045	.202
Overall intrinsic motivation factors	.015	.357*	.244	.285*	
	.464	.012	.065	.038	
Overall manager's motivation	-.036	.318*	.280*	.338*	
	.413	.023	.040	.016	
Correlation Coefficient Sig. (1-tailed) N = 40		Goals as an aspect of leadership style	Controlling as an aspect of leadership style	Overall leadership style	
Spearman's rho/ Pearson Correlation	Manager's opinion on how challenging his/her job is	.180	.194	.291*	
		.133	.116	.034	
	Attaining achievements and success	.137	-.188	.377**	
		.199	.122	.008	
	Delegating powers and responsibilities by supervisors in one's dept.	.222	-.029	.339*	
		.085	.429	.016	
	Developing and advancing in one's dept.	.215	.132	.168	
		.091	.208	.150	
	Getting recognition for a job well done	.228	.202	.434**	
		.078	.106	.003	
Overall intrinsic motivation factors	.330*	.045	.281*		
	.019	.392	.040		
Overall manager's motivation	.279*	-.094	.236		
	.041	.282	.071		

** Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (1-tailed).

It should be noted that the aforementioned correlation coefficients are mostly of lower intensity ($p \leq 0.450$), indicating a weaker reciprocal relations which should be accepted with caution. In other words, as managers become more motivated regarding the nature of working conditions in their organizational unit, then the managers' job security and extrinsic motivation as a whole, their attitude to controlling are somewhat more strict and rigid. For the remaining variables and dimensions of motivation, particularly of intrinsic motivation, if they change a way in which managers implement controlling does not change. The aspects of managers' leadership that react the most to changes in motivation factors and dimensions are his/her interaction with the environment, followed by his/her communication with that environment and the decision-making.

It should be noted that manager's interaction with the environment and the decision-making change more depending on the extrinsic factors, while manager's communication with the environment changes slightly more depending on the intrinsic factors. In other words, the decision-making model and manager's relationship with subordinates is somewhat more defined by extrinsic motivation factors such as work conditions, salary, and interpersonal relations, while manager's communication with subordinates is slightly more defined by how challenging the manager's job is, recognitions he/she receives, his/her achievements, etc. Although it is expected that the manager's decision-making is to some extent more determined by more formal aspects including extrinsic aspects of motivation, it is certainly surprising that two closely related aspects of manager's leadership style, his/her interaction and communication with subordinates, react differently to motivational stimuli.

On the other hand, motivation as an aspect of leadership style responds the least to changes in managers' motivation, which would mean that the managers, when they are more motivated themselves, do not try to achieve the same effect with their subordinates, that is, they do not try to make the subordinates more motivated too. Only when it comes to company's policy, do the managers, if they are more motivated by this rather global company policy, try to have a greater motivational effect on their subordinates.

Finally, the dimension of goals setting as an aspect of managers' leadership style, responds far more to intrinsic managers' motivation than to the extrinsic one, indicating that the intrinsically motivated managers are more willing to use a more participative and more involved way of setting goals.

When considering certain manager's motivation factors, extrinsic and intrinsic, the grade of company's policy and delegation of powers and responsibilities by supervisors are the most influential factors, followed by salary, the possibility for attaining achievements and success, and getting recognition for a job well done. It should be mentioned that the company's policy grade and the existence of the possibility for attaining achievements and success have the highest correlation coefficients, which indicates the fact that manager's leadership style to a significant extent depends on the global/strategic settings in which the manager works, or whether the manager considers that company's policy is well placed and whether he/she has the ability to attain achievement and success.

When getting recognition and being empowered by the supervisors are added to these factors, as the next most important influential factors of motivation, it is obvious that the main determinants of managers' leadership style in researched companies should be searched in the relationship of these managers with higher instances in company, i.e. in their relationship with their supervisors.

On the other hand, manager's job security, how challenging the manager's job is, and formal possibility for advancing in a company are the manager's motivation factors which have the least influence on manager's leadership style, which means that somewhat more formal determinants of motivation have less importance for the manager and for the leadership style he/she would apply toward his/her subordinates.

Finally, following all of the above and considering the overall results presented in Tables 14 and 15, hypotheses set out in this paper can be either accepted or rejected. Regarding hypothesis H1, which suggests that there is a relationship between managers' leadership styles and managers' motivation, the relations of managers' motivation overall grade and the leadership style particular dimensions and overall grade confirm this hypothesis. In that respect, statistically significant relations (correlations) between managers' motivation overall grade and four out of six dimensions of managers' leadership style, as well as between managers' motivation overall grade and managers' leadership style overall grade were determined. This leads to the conclusion that, although with some caution, because of the relatively weak correlation coefficients, there is a connection of a somewhat less intensity between the managers' leadership styles and their motivation. This thus confirms hypothesis H1.

The correlation coefficients are equally weak, and caution is also required for the H2 hypothesis. Namely, summarizing the results from Table 14, it can be concluded that manager's intrinsic motivation factors have a significantly larger influence on manager's leadership style than extrinsic motivation factors. This conclusion is further supported by some of the conclusions previously drawn and by the ratio of established significant relations (correlations) between factors and dimensions of motivation and dimensions and overall leadership style. Namely, a total of 21 statistically significant relationships of intrinsic factors and overall intrinsic motivation with the leadership style dimensions and overall have been determined, as opposed to the 18 statistically significant relationships of extrinsic factors and overall extrinsic motivation with leadership style dimensions and overall. Besides this, by observing only the dimensions of extrinsic and intrinsic motivation and their relationship with the individual dimensions and the overall leadership style, manager's extrinsic motivation affects three dimensions of manager's leadership style while the overall manager's leadership style is not being affected. On the other hand, manager's intrinsic motivation affects four manager's leadership style dimensions, as well as the overall manager's leadership style.

Given these results, as well as established more or less similar, relatively lower correlation coefficients, with some caution it can be concluded that the relationship between manager's leadership styles and manager's intrinsic motivation is stronger than the relationship between manager's leadership styles and manager's extrinsic motivation, which confirms the hypothesis H2.

Regarding that the previous sections and the analysis indicated that the manager's leadership style has a significant role in his/her relationship with higher levels of the company (top managers), in evaluating company's policy, empowerment, the possibility of attaining achievements and success, and getting acknowledgment for a job well done, it will certainly be interesting to see whether the same is true for other levels of management. Thus, Table 16 suggests that depending on the manager's level of management his/her motivation as well as leadership style vary.

Namely, only decision-making as an aspect of manager's leadership style is constant, regardless of the manager's level of management, while all other dimensions and the overall scores, both for manager's leadership style and for his/her motivation, vary according to the managers' level of management. These results suggest that different type of motivation and the leadership style the manager adopts depend on whether he/she belongs to the top management, senior management or the middle and lower management.

Table 16. Results of tests of significance of differences in dimensions and the overall manager's motivation and manager's leadership style in relation to variations in the levels of management

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Overall extrinsic motivation factors	Between groups	2.039	2	1.020	8.353	.001
	Within groups	4.517	37	.122		
	Total	6.556	39			
Overall intrinsic motivation factors	Between groups	1.974	2	.987	4.615	.016
	Within groups	7.910	37	.214		
	Total	9.884	39			
OVERALL MANAGER'S MOTIVATION	Between groups	1.963	2	.982	7.566	.002
	Within groups	4.801	37	.130		
	Total	6.764	39			
Motivation as an aspect of manager's leadership style	Between groups	1.973	2	.987	7.193	.002
	Within groups	5.075	37	.137		
	Total	7.048	39			
Communication as an aspect of manager's leadership style	Between groups	1.942	2	.971	5.500	.008
	Within groups	6.533	37	.177		
	Total	8.475	39			
Interaction as an aspect of manager's leadership style	Between groups	2.920	2	1.460	12.167	.000
	Within groups	4.440	37	.120		
	Total	7.361	39			
Decision-making as an aspect of manager's leadership style	Between groups	.476	2	.238	.879	.424
	Within groups	10.024	37	.271		
	Total	10.500	39			
Goals as an aspect of manager's leadership style	Between groups	1.644	2	.822	4.695	.015
	Within groups	6.479	37	.175		
	Total	8.123	39			
Controlling as an aspect of manager's leadership style	Between groups	1.186	2	.593	3.025	.061
	Within groups	7.255	37	.196		
	Total	8.442	39			
OVERALL MANAGER'S LEADERSHIP STYLE	Between groups	1.412	2	.706	7.631	.002
	Within groups	3.423	37	.093		
	Total	4.834	39			

To be more specific, Table 17 presents the results of tests of significance of differences that give an answer to the question whether the identified four most influential factors of manager's motivation on the leadership style he/she

adopts, vary depending on the level of management to which the manager belongs. Only empowerment, i.e. delegating power and responsibilities by supervisors is done constantly, regardless of the managerial level, while the other three aspects – company's policy grade, than existence of opportunities for developing and advancing, and getting recognition for a job well done – are influenced by the manager's level of management.

Table 17. Results of tests of significance of differences in certain significant aspects of manager's motivation in relation to variations in level of management to which manager belongs

Test Statistics^{a,b}

	Chi-Square	df	Asymp. Sig.
Company's policy grade	17.749	2	.000
Existence of opportunities for developing and advancing in an organization	6.870	2	.032
Delegating powers and responsibilities by supervisors in one's department	2.043	2	.360
Getting recognition for a job well done	13.830	2	.001

a. Kruskal Wallis Test

b. Grouping Variable: Level of management to which manager belongs

In other words, the three mentioned factors of manager's motivation vary depending on the management level to which the manager belongs. Hence, these three factors affect differently the manager's adopted leadership style, as evidenced by Table 18 (apart from previous results), where it is obvious that the manager's leadership style at different levels reacts differently to motivational stimuli of the four mentioned motivational factors. In such a manner, apart from empowerment, the remaining three factors of manager's motivation have a strong influence on middle and lower managers' leadership style, while that influence is absent on the remaining two levels – senior and top management level. Only getting recognition for a job well done has an influence on the manager's leadership style if he/she is on top management level. In other words, managers at lower levels certainly respect and support company's policy, take opportunities to advance in their careers and get recognition for a job well done, and accordingly, with a medium height intensity, they use the existing motivational circumstances to design their own leadership style.

When it comes to senior management, there is certain indolence and resistance to the mentioned motivation factors, i.e. this management level has already passed through a certain formative phase of leadership style and now they are quite persistent in applying the adopted leadership style. Finally, the top management level also shows a certain resistance to motivation factors in terms of changing the adopted leadership style, which is being questioned only by getting recognition for a job well done at the level of a whole company, or from outside the company.

Table 18. Correlations of significant factors of manager's motivation with their leadership styles at particular level of management

Correlations				
Correlation Coefficient Sig. (1-tailed) N		Middle and lower managers' overall leadership style	Senior managers' overall leadership style	Top managers' overall leadership style
Spearman's rho	Company's policy grade	.464	-.148	
		.064	.261	
		(N=) 12	21	7
	Existence of the possibility for attaining achievements and success in company	.585*	.187	.535
		.023	.209	.108
		(N=) 12	21	7
	Delegating powers and responsibilities by supervisors in manager's organization unit	.391	.240	.535
		.104	.147	.108
		(N=) 12	21	7
	Getting recognition for a job well done	.547*	.068	.642
		.033	.385	.060
		(N=) 12	21	7

*. Correlation is significant at the 0.05 level (1-tailed).

The presented results are understandable to a certain degree, if taken into consideration the fact that managers who have participated in the research have considerable work experience and that the vast majority of managers at senior levels have previously climbed almost all the management levels in the same company. It is therefore understandable that the managers shape their leadership style at lower and middle levels of management and that they change this

adopted style only if they are truly motivationally caught by something on the company's global scale, such as the recognition to a top manager for a job well-done, usually for long-term work or a venture.

5. CONCLUSION

When it comes to the results of the conducted research, there are some really interesting insights into motivation and leadership styles of Croatian managers, as well as into the mutual relationship between these two constructs. In a still quite a conservative society such as the Croatian one, in general men still dominantly hold managerial positions, especially those at the higher levels of management. This also points to the fact that in order to have somewhat better position on the management hierarchy in a company, a manager should have a considerable experience of at least 10 to 15 years. When it comes to age and formal education structure, middle-aged managers with a university degree absolutely dominate. These are certainly good results, but there also could be more managers with a master's and doctorate degrees in the group of managers under 30.

With regard to leadership styles of managers researched in this paper, it can be concluded that a soft authoritarian leadership style with significant elements of consultative leadership style, dominates in this sample, especially at the higher levels of management, as opposed to the lower levels, where an almost pure authoritarian style of leadership dominates. These results, regardless of the fact that Croatian society is a conservative society, are certainly not encouraging, bearing in mind today's business trends that require consultative and participative leadership styles for the purpose of efficient and effective achievement of the defined goals both for individual departments and for the company as a whole. Looking at the individual dimensions of leadership style, Croatian managers, in order to motivate subordinates, usually use participation, foster rich communication flows in all directions, as well as a lot of superior-subordinate interaction where subordinates put forward ideas and suggestions, even when making decisions. The same is true when goals are being set, while all the managers perform the function of controlling and mostly for self-regulation and problem solving.

On the other hand, those same managers are very satisfied with their salaries and working conditions when it comes to extrinsic factors, and they found their job rather challenging when it comes to intrinsic factors. The main problems in managers' motivation are the lack of opportunities for self-development and promotion and not receiving recognition for a job well-done.

In terms of types of motivation, extrinsic factors are strongly present that the intrinsic ones. The both groups of motivation factors are more present the higher we climb up the management ladder. It is interesting that the higher we climb up the management ladder the importance of extrinsic motivation factors increases more than the intrinsic ones. In other words, it means that factors such as satisfaction with salary, job security, etc., are more present at higher levels of management, as opposed to, for example, their perceptions of work, getting recognition for a job well done, etc.

The results of the research into the relationship between managers' leadership style and their motivation have, with a certain amount of reserve, confirmed both hypotheses set in this paper, i.e. there is a relationship between managers' leadership styles and managers' motivation, and that relationship is stronger between intrinsic motivation factors and leadership style than between extrinsic motivation factors and leadership style. In other words, managers develop their leadership style more in line with intrinsic, than with extrinsic rewards, where company policies, empowerment, possibility for attaining achievements and success and getting recognition for a job well done stand out. It should be borne in mind that the motivation of these managers, as well as their leadership style, changes depending on what level of management the manager belongs to, which is especially true for just mentioned significant motivation factors (except empowerment), which also vary depending on what level of management the manager belongs to.

Finally, managers at various levels of management who have different leadership styles react differently to the impact of the aforementioned significant factors of motivation, where lower levels of managers moderately react, i.e. change their leadership style depending on change(s) of company's policy, possibility for attaining achievements and success, and getting recognition for a job well done, which is not the case for the other levels of management that do not respond to the changes of these motivation factors. The exception is getting recognition for a job well done, which has an influence on top managers' leadership style.

From everything just mentioned, it is obvious that the key phase in shaping leadership styles of Croatian managers is the one when they are at lower levels of management. Namely, when the managers spend a certain amount of time at lower managerial positions and climb the hierarchical ladder in a very slow and mechanistic way, they shape their somewhat rigid and resistant leadership style, which can be changed only with outstanding rewards usually at advanced stages

of their careers, when generally they do not thrive that much for formal positions and declarative power, but more to get recognition and be appreciated.

To conclude, the only levels at which it is possible to influence managers' leadership style with motivational factors are lower levels. In order to avoid a drift towards the authoritarian leadership style, which is typical for these levels of researched managers, it is important to work on intrinsic motivational factors. In doing so, in addition to providing opportunities for development and advancement which are generally limited and therefore are a problem in themselves, according to the research results, the possibility for attaining achievements and success and getting recognition for a job well done, which have the strongest direct influence on these levels of researched managers were particularly emphasized.

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ODNOS IZMEĐU MENADŽERSKIH STILOVA VOĐENJA I MOTIVACIJE

Sažetak

U ovom se radu istražuje odnos između stilova vođenja, kojeg prakticiraju menadžeri, te njihove motivacije, koja ih potiče za ostvarivanje organizacijskih ciljeva. Da bi se ostvario cilj rada, na uzorku od 40 hrvatskih menadžera, utvrđuje se dominantan stil vođenja (korištenjem Likertovog sustava) i stupnja u kojem se isti primjenjuje na pojedinim razinama menadžmenta. Nakon toga se, prema Herzbergovoj dvofaktorskoj teoriji, analizira motivacijsko djelovanje na stil vođenja na pojedinim razinama menadžmenta – kako s aspekta ekstrinzične, tako i intrinzične motivacije.

