

THE IMPACT OF LEADERS ON MOTIVATING HUMAN RESOURCES IN ORGANISATIONS

**Gabriel CROITORU ^{a*}, Nicoleta Valentina FLOREA ^b, Valentina Ofelia ROBESCU ^c,
Danijela SOKOLIC ^d**

^{a, b, c} Valahia University of Targoviste, Romania

^d University of Rijeka, Faculty of Economics and Business, Croatia

ABSTRACT

In the context of working in multinational companies, understanding employee motivation plays an extremely important role in improving employee productivity and satisfaction, setting individual and organizational goals, establishing priorities, and structuring jobs to provide optimal levels of challenge, control, variety, and collaboration. The theoretical relevance of the research conducted by the research team lies in the study of a constantly evolving field, while the operational relevance of the research lies in the elaboration of a leadership approach that will facilitate the increase of employee motivation and job satisfaction. Thus, we propose a new perspective on the effect of leadership on employee motivation in multinational companies by developing a leadership model that has a high impact on employee motivation in multinational companies.

KEYWORDS: human resources, leader, management, motivation, performance.

DOI: 10.24818/IMC/2023/04.03

1. INTRODUCTION

The phenomenon of leadership is probably the most researched social process known to behavioral science. Researchers believe that Leadership plays a crucial role in organizations and has a direct influence on processes and outcomes.

In 2020, the world was hit by the Covid-19 pandemic or SARS-CoV2, as this virus was also called and in 2022 the war in Ukraine. Given the global spread of the crisis caused by these events, it is a good opportunity to examine crisis leadership, that's why there needs to be a continuum in leadership, to ensure continuity in getting consistent results from employees (Eadens & Ceballos, 2023).

In the first phase, companies sought to ensure the physical safety of their employees. They implemented teleworking, work areas were disinfected, in cases where work is essential, and changed operating models by adopting, for example, contactless delivery. Beyond the safety of the employees, and the challenges brought by the economic evolution in the wake of the Ukrainian war, the leaders strove to ensure the financial security of the employees. They strove not to make redundancies even if this meant in some cases the imposition of leave or technical unemployment and increased the salary for frontline workers given that starting with January 1, 2023 it reached 3000 lei. Some established funds to help employees meet urgent needs while at other companies, it was the CEOs and the board of directors who agreed to have their salaries cut, others offered solutions to employees who had people in their care. This chain of needs presented due to the pandemic and the war, has determined a tailored behavior by creating connections and supporting the mental health of their employees. Developing a new form of communication with your own employees in a transparent way and, identifying approaches as "personal" as possible using video platforms, online (such as Zoom, Microsoft Teams, Webex), instead of traditional communication,

* Corresponding author. E-mail address: croitoru.gabriel2005@yahoo.com.

writing, setting flexible working hours, establishing regular breaks or happy hours and providing direct access to leaders and colleagues have provoked a new behavior of management in order to optimize financial and organizational flows. Important to note is that some companies have implemented mental health support options for leaders and employees, including yoga and meditation sessions, to help employees overcome these unprecedented times. But how can leaders meet the top-level needs of employees at this stage? Often, during a crisis (health, economic), people tend to think that it is the leader of the typology of the male superhero who is going through turbulent times: to be the strongest; to be convinced; to project infallibility; to lead with a kind of singular force. There are many categories of Leader: charismatic, supportive, strategic, transformational, transactional and visionary etc. While there is a need for leaders who have great analytical minds and problem-solving capabilities, at the same time there is a need for leaders who can demonstrate vulnerability and empathy. It is interesting to note that many countries that seem to be going through the health and economic crisis in the most effective way (Germany, Taiwan, New Zealand, Iceland, Finland, Norway and Denmark) are all led by women, and that their leaders seem to combine a science-based approach with a more humane/empathetic approach. Last but not least, in this phase of adaptation, many companies ensure that the actions they take to connect with the company's vision. For example, at Best Buy the stated goal is to enrich life through technology, as a result, the company has focused on enabling its customers to work and learn from home. Many companies are also mobilizing their resources in support of the community in a way that is tied to their purpose, even if it is not obvious from the beginning. Ralph Lauren, whose vision is to inspire the dream of a better life, may not seem to have a role to play here, but he has mobilized relationships with providers to produce masks and gowns for frontline workers. In the next stage, leaders must continue to consider the broad spectrum of their employees' needs, beyond creating a physically and economically secure workplace.

How corporations and their leaders will manage crisis phases during this period and how they will treat all their stakeholders starting with employees and their full range of human needs – will create turning points for their employees, which will contribute (or not) to increasing the level of employee attachment and the company's ability to thrive in getting out of this crisis.

As research evolves, new leadership models are proposed and more and more need to adapt leadership behaviors to the environment (organization) in which they are exercised. Given the highly competitive sphere in which most organizations operate in the twenty-first century, leaders, whether they are formal or informal leaders, must develop leadership skills and skills through which to succeed in leading the organization in the direction of continuous and competitive development.

The article is structured as follows: in the Introduction, leadership was presented as a social phenomenon and with a real impact on the change of behaviors, attitudes and results, as a direct effect of the motivation of the leaders; In Literature review were presented the various opinions of the specialists in the field of the leadership and the role of the responsibilities in obtaining the performances of the long term using various techniques of motivation and influence of employee behaviors. In the research methodology, the purpose of the research, the objectives and the hypotheses of the research were developed, and in the end, the results obtained and the conclusions were described and interpreted.

2. THEORETICAL BACKGROUND

Trying to define the notion of leadership is by no means a simple one. The term leadership is a word taken from the common vocabulary of the English language and embedded in the technical vocabulary of some scientific disciplines, without being precisely redefined (Yukl, 2006). Consequently, there is actually no consensus on the definition of leadership. Researchers often define leadership according to individual perspectives and the aspects of the phenomenon that interest them the most. After a comprehensive review of the research on leadership, (Stogdill, 1974, p. 259) concluded that "there are almost as many definitions of leadership as there are people who have tried to define the concept." To give a more complete explanation, leadership was defined by

means of groups of processes, influences, personality, compliance, particular behaviors, persuasion, power, achievement of objectives, differentiation of the role of interaction or a combination of two or more of them (Bass & Stogdill, 1990; Northouse, 2001; Yukl, 2006). In the literature, most definitions of leadership reflect the assumption that it involves a process of social influence through which an intentional influence is exercised by one person on the others in order to structure the activities and relationships in a group or organization, through flexibility and responsibility (Zhang et al., 2022), diversity, complexity and dynamism (Xu & Zhao, 2022). However, the many proposed definitions seem to have little in common. Definitions of leadership differ as to the person exercising influence, the intended purpose of influence, how influence is exercised and the outcome of the attempt to influence through competence and efficiency (Yukl, 2006; Holm, 2023; Kozminski et al., 2022). These differences between the conceptions of the leadership researchers led to differences in the choice of the phenomena to be investigated, as well as to differences in the interpretation of the results. For example, Hemphill and Coons (Yukl, 2006, p.28) defined leadership as "the behavior of an individual when leading a group's activities toward a common goal"; According to Robbins, "leadership is the ability to influence a group toward achieving goals" (Robbins, 2001, p.314). Tosi, Rizzo, and Carroll have suggested that "leadership is the interpersonal influence by which one person is able to achieve another's compliance in the direction of the desired goals at the organizational level" (Tosi et al., 1994, p. 550). Despite the multitude of ways in which leadership has been conceptualized, several significant elements of leadership can be identified as central to the literature (Chelladurai, 2006; Chemers, 1984; Northouse, 2001; Yukl, 2006). Leadership is a process of interpersonal influence (Chemers, 1984; Hitt et al., 2007). Defining leadership as a process means that it is not the traits or characteristics that reside in the leader, but rather it is a transactional event that takes place between the leader and his followers. The leadership process implies that a leader affects and is affected by followers. As such, leadership can occur anywhere in the organization. Indeed, leadership behaviors can be exercised by anyone in an organization and are not limited to those who hold designated positions (Hitt et al., 2007; Northouse, 2001). Consequently, leadership behavior is not limited to the CEOs of organizations. It can also be seen in the actions of first-line coordinators who inspire their subordinates to implement safety procedures to avoid production downtime; it can even be exercised by workers who set an example for their colleagues, continually looking for ways to improve processes and working conditions. Leadership is considered to be a viable solution to avoid failures in a volatile, uncertain environment with fierce competition (Ahmad et al., 2022), by achieving results for individuals and for organizations (Bailey et al., 2022). Leadership involves influence and deals with how leader affects followers. Influence is the sine qua non factor of leadership; without influence, leadership does not exist. Interpersonal influence is directed through communication, and the art of influence is motivation and persuasion (DuBrin, 1998). If a leader wants his followers to perform a task, he must tell them what their job consists of and what is expected of them (Schermerhorn, 2001). For this reason, communication is a vital component and communication plays an important role in improving communication through active listening, clarifying ideas and changing culture and structure, etc. In addition, as a means of getting people to perform those tasks, a leader must motivate and show people what they stand to gain from it. Most people work because they want to meet their needs (Ribiere & Sitar, 2003). It is important for leaders to invest time and resources in educating employees to face challenges, crises and risks (Bassous, 2022). Thus, it is important for leaders to recognize that different individuals are motivated by different things, so different approaches can be used, for example, payment, bonuses, salary increases and rewards, as well as redesigning jobs, increasing the skills of employees, positive feedback, thus giving each individual what he wants. The leadership process is not separate from the broader situational context in which it takes place. This involves influencing a group of individuals who have a common purpose, such as a small group that has to perform a task, a community or a larger group comprising an entire organization (Chemers, 1984; Northouse, 2001). Therefore, issues related to the task of the group, including the system of the authority of the larger organization, as well as the social, economic and cultural characteristics of the society in which the organization is incorporated, are critical

influences on the nature of leadership. Because leadership involves paying more attention to goals, it is necessary that the group of people is directed to a set of goals. Leaders focus their energies on individuals trying to achieve something together. Therefore, leadership takes place and has effects in the context in which individuals move towards a goal (Northouse, 2001). This element of leadership has been advocated as a key distinction between leadership and management. DuBrin posits that the key function of the leader is to create a vision (mission or plan) for the organization (DuBrin, 1998). Leader specifies far-reaching objectives as well as the strategy for achieving the objective. Unlike the leader, the key function of the manager is to implement the vision; thus, the manager and his team decide the means by which to achieve the leader's goals. In general, as with all constructions in social science, the definition of leadership is arbitrary and very subjective. Some definitions may be more useful than others, but there is no "correct" definition (Yukl, 2006). For now, it is better to use the different conceptions of leadership as a source of different perspectives on this complex and multilateral phenomenon. In research, the operational definition of leadership will largely depend on the purpose of the researcher (Karmel, 1978). Based on the significant elements of leadership reviewed in the literature and with the aim of studying its influence and organizational culture on the performance of human resources, the definition from Yukl and Van Fleet has adopted: "leadership is a process that includes influencing the goals and strategies of a group or organization to accomplish a task, influencing the people in the organization to implement strategies and achieve goals, influencing the maintenance and identification of the group and influencing the culture of the organization" (Yukl & Van Fleet, 1992, p. 149).

3. METHODS

The theoretical and scientific support of the research was centered on the study of the writings of the most important researchers in the field, contributing in a relevant way to the clarification of the concepts of leadership and the motivation of employees in the context of multinational corporations. In parallel with the analysis of these works, a series of reports and studies drawn up by prestigious national and international institutions, papers presented at international conferences, as well as articles from the specialized press have been identified and included in the research course.

The general objective proposed to be researched resulted from three specific research objectives that analyze the context of leadership in multinational corporations:

Specific objective 1 – Identifying the type of leader present in multinational corporations in the South Muntenia region.

Specific Objective 2 – Identifying the degree to which leaders in multinational corporations effect the motivation and satisfaction of employees in the workplace.

Specific objective 3 – Identifying the degree to which employees feel differences in the behaviors of leaders depending on their nationality.

Based on the objectives proposed by the research team, four working *hypotheses* have been formulated, which are to be validated or invalidated through research:

Hypothesis 1: "In multinational corporations in Romania, a dominant type of leadership is transformational";

Hypothesis 2: "Within multinational corporations, the leader plays an important role in motivating employees in the workplace";

Hypothesis 3: "Employees perceive differences between the leadership behaviors of foreign and Romanian leaders";

Hypothesis 4: "There are leadership behaviors that ensure a high level of motivation and trust of employees in multinational corporations."

The methods of collecting the data used were: the survey method, using as a tool questionnaire and the method of document research (studying the official information sources in order to follow the general objective and the specific objectives of the study).

The analysis unit was made up of respondents employed by several companies from the South Muntenia Region. The volume of the sample comprised 121 units, both managers and specialists, and a number of 119 questionnaires included. The collection of the data was carried out by the method of the opinion poll, transmitted by electronic means. The questionnaire used contains a total of 30 questions, of which 5 are related to the demographic data of the participants (sex, age, education, position and length of service). Most of the questions (27) are structured, as a single possible answer using a Likert evaluation scale, 2 questions asked for an open answer, and one allowed the selection of multiple answers from 7 options.

The questionnaires were distributed online. The processing of the collected data was carried out with the help of the EViews program, version 10.0 which generated the calculation of the statistical indicators used to validate the survey results.

This research aims to provide a new perspective on the impact of leadership on employee motivation in multinational corporations. It is intended to be a descriptive study, based on the collaboration of respondents, which will generate theoretical conclusions about the influence of leaders on employee motivation, and a quantitative study, based on the numerical quantification of leadership and motivation issues, with qualitative aspects (respondents' perceptions of motivational factors). The methods for processing and interpreting the study data are: content analysis focusing on the collaboration of participants and methods for calculating statistical indices showing the central tendency (mean, median and mode), variance, range (ratio of the maximum to the minimum value of the selected variable), mean/standard deviation and correlation coefficients (interdependence link between two variables).

4. RESULTS

In order to create a synoptic image of the questioned activity, the collected data were processed that refer to the gender of the respondents (female/male), their age, the level of education completed, the position occupied at the time of filling in the questionnaire and the length of service.

Variables showing the characteristics of the sample consisting of employees have the following average values and valorizes of standard variations (table 1).

Table 1. Variables that describe sample attributes

	GENDER	AGE	STUDY	FUNCTION	LENGTHOFSERVICE
Std. Dev.	0.461292	0.514842	0.500676	0.495673	0.820615
Skewness	-0.859820	-0.211730	0.151695	-0.323477	-0.863381
Kurtosis	1.739290	3.356117	1.023011	1.104638	4.012722
Jarque-Bera	22.54331	1.517931	19.83596	19.88762	19.86959
Probability	0.000013	0.468150	0.000049	0.000048	0.000048
Sum	202.0000	220.0000	174.0000	188.0000	484.0000
Sum Sq. Dev.	25.10924	31.27731	29.57983	28.99160	79.46218
Observations	119	119	119	119	119

Source: own research

From the data presented in table 1, it follows that the most common respondent is a woman aged between 31 and 40 years, who has graduated from post-graduate studies, occupies an executive function and has between 11 and 20 years of work experience. These characteristics show us that the research sample is made up of mature respondents with seniority in work and a high level of professional experience. Regarding the percentage of female respondents, it is characteristic of the organization that has a majority share of female employees (table 2).

Table 2. Statistics

Tabulation of POSITION HELD Date: 07/20/23 Time: 21:48 Sample: 1 119 Included observations: 119 Number of categories: 2					Tabulation of GEN Date: 07/20/23 Time: 21:50 Sample: 1 119 Included observations: 119 Number of categories: 2				
Value	count	Percent	Cumulative count	Cumulative Percent	Value	count	Percent	Cumulative count	Cumulative Percent
Manager	50	42.02	50	42.02	Male	36	30.25	36	30.25
Specialist - Technician	69	57.98	119	100.00	Female	83	69.75	119	100.00
Total	119	100.00	119	100.00	Total	119	100.00	119	100.00

Tabulation of AGE Date: 07/20/23 Time: 21:43 Sample: 1 119 Included observations: 119 Number of categories: 3					Tabulation of STUDY Date: 07/20/23 Time: 21:54 Sample: 1 119 Included observations: 119 Number of categories: 2				
Value	count	Percent	Cumulative count	Cumulative Percent	Value	count	Percent	Cumulative count	Cumulative Percent
21 - 30	26	21.85	26	21.85	University	64	53.78	64	53.78
31 - 40	85	71.43	111	93.28	Postgraduated	55	46.22	119	100.00
41 - 50	8	6.72	119	100.00	Total	119	100.00	119	100.00
Total	119	100.00	119	100.00					

Tabulation of LENGTHOFSERVICE
 Date: 07/20/23 Time: 21:56
 Sample: 1 119
 Included observations: 119
 Number of categories: 5

Value	count	Percent	Cumulative count	Cumulative Percent
< 1	1	0.84	1	0.84
1 - 5	4	3.36	5	4.20
6 - 10	18	15.13	23	19.33
11 - 20	59	49.58	82	68.91
> 20	37	31.09	119	100.00
Total	119	100.00	119	100.00

Source: own research

In order to (in)validate **Hypothesis 1**: "In the multinational corporations of the South Muntenia Region a dominant type of leadership is identified" was applied Question No. 1 which contains 21 items that ask the respondents to record the frequency of the leadership behavior described, on a Five Likert scale, from Never (1), Almost never (2), Sometimes (3), Frequent (4), Very often (5).

Next, we will analyze the validity of our hypothesis by analyzing individually the data provided by the respondents for the 21 behaviors (table 3).

Table 3. Least Squares results

Method: Least Squares

Date: 07/20/23 Time: 22:25

Sample: 1 119

Included observations: 119

Variable	Coefficient	Std. Error	t-Statistics	Prob.
It communicates a clear and positive vision of the future.	0.119692	0.110031	1.087801	0.0071
It treats employees with respect and encourages their development.	0.143330	0.110018	1.302788	0.0052
It provides encouragement and recognition to employees.	0.107596	0.111457	0.965363	0.0021
It encourages trust, involvement and cooperation between team members.	-0.039008	0.100046	-0.389901	0.0015
It clearly communicates personal values.	0.250580	0.089484	2.800262	0.0061
Practice what I say.	0.030384	0.097086	0.312956	0.0027
It inspires pride and respect in others.	0.153828	0.091679	1.677900	0.0061
They inspire me with the fact that they are very competent.	0.020358	0.099224	0.205174	0.0084
Treat subordinates correctly.	-0.094457	0.093352	-1.011846	0.0064
They can participate in decision-making.	-0.053927	0.100371	-0.537280	0.0071
Payroll and benefits are allocated in accordance with the appropriate procedures.	-0.112084	0.096151	-1.165709	0.0045
They set clear expectations.	0.466094	0.135702	3.434700	0.0039
I take action before the problems are chronic.	0.043582	0.256561	0.169870	0.0005
They set the standards to do our work.	0.063616	0.103926	0.612124	0.0065
I make agreements with myself.	-0.120634	0.192837	-0.625574	0.0008
It monitors my performance and keeps track of my mistakes.	0.169232	0.124551	1.358739	0.0012
Payroll and benefits are given correctly, depending on my effort and needs.	0.049521	0.187268	0.264440	0.0035
I receive rewards as promised by the leader.	-0.059200	0.243368	-0.243255	0.0095
My leader will deservedly punish me if I often make mistakes in my work.	-0.148324	0.190575	-0.778298	0.0072
C	-0.147072	0.757799	-0.194078	0.0026
R-squared	0.368588	Mean dependent lime		3.638655
Adjusted R-squared	0.247408	S.D. dependent lime		1.132951
S.E. of regression	0.982859	Akaike info criterion		2.955428
Sum squared residing	95.63507	Schwarz criterion		3.422507
Log likelihood	-155.8479	Hannan-Quinn criter.		3.145094
F-statistic	3.041652	Durbin-Watson State		1.429472
Prob(F-statistic)	0.000171			

Source: own research

The leadership culture of the organization is one of support for the employees, and the measures taken in situations where the employee does not perform at the expected level are aimed at encouraging him and facilitating his improvement and not punishing him.

From the analysis and interpretation of the answers collected for question no. 1, the validation of **Hypothesis 1** results, namely the fact that a dominant leadership style is identified in the corporation. The behaviors identified by the respondents as the most common are specific to transformational leadership. This leadership model is consistent with the corporate culture being studied.

In fact, transactional leadership and transformational leadership are seen by researchers as complementary: "Transformational leadership is, in a way, an extension of the transactional one. The latter emphasizes the transaction or exchange that takes place between leaders, colleagues or subordinates. This exchange is based on the dialogue between the leader and others on what needs to be done and the conditions and rewards they will receive if the tasks are accomplished. However, transformational leadership gives a new dimension to the concept of leadership. This model of leadership involves inspiring followers, who are dedicated to a common vision and goals within a department or organization, show creativity in solving problems, and through coaching and mentoring, through the support provided and the challenges launched, they develop their own leadership skills" (Bass and Riggio, 2006).

Based on the analysis of the collected answers for question no. 1 from the surveyed sample, which confirms (by the criterion Very often) that transformational leadership behaviors are most often encountered, we will consider validated **Hypothesis 1**.

Another aspect targeted by the present study is the motivational role of leaders, which is reflected in **Hypothesis 2**: "*Within multinational corporations, the leader plays an important role in motivating employees at work*", for the validation of which was introduced in the questionnaire a question with multiple possibilities of answer.

As can be seen from Table 4, 90.7% of the respondents in the sample consider that being led by correct, inspirational leaders who help them develop is the most important motivational factor in their work. This overwhelming majority validates **Hypothesis 2**, namely "*Within multinational corporations, the leader plays an important role in motivating employees in the workplace*".

Table 4. Frequency of responses for the factors that motivate the performance of employees in the corporation

Priority motivational factors	Frequency	Percentage
Being led by leaders who are fair, inspires me and help me develop	108	90.7%
High salary level	90	75.6%
A job that gives me a sense of accomplishment	87	73.1%
Flexible working hours	80	67.2%
Fair correlation between performance level and salary level	85	71.4%
A work environment that challenges me	70	58.8%
Receiving non-monetary rewards	50	42.01%

Source: own research

Thus, the motivational role of the leader is a priority over the high salary level, and the motivational role of non-monetary rewards was appreciated only by 42.01% of respondents. Up to this point in the research, we have validated the fact that there is a predominant type of leadership - the transformational one (which is partly correlated with the application of transactional behaviors), as well as the fact that the decisive role in motivating the employees is played by the leaders of the corporation.

The present scientific research also aimed at validating or invalidating **Hypothesis 3** according to which "Employees perceive differences between the leadership behaviors of foreign and Romanian leaders" through the question "At the current workplace there are differences between the leadership behaviors of leaders according to their nationality" (table 5).

Table 5. Results

Tabulation of FUNCTION and B2*

Date: 09/29/23 Time: 09:02

Sample: 1 119

Included observations: 119

Tabulation Summary

<u>Variable</u>	<u>Categories</u>		
FUNCTION	2		
B2	5		
Product of Categories	10		
<u>Measures of Association</u>	<u>Value</u>		
Phi Coefficient	0.211693		
Cramer's V	0.211693		
Contingency Coefficient	0.207104		
<u>Test Statistics</u>	<u>df</u>	<u>Value</u>	<u>Prob</u>
Pearson X2	4	5.332876	0.2548
Likelihood Ratio G2	4	5.402679	0.2484

Note: Expected value is less than 5 in 30.00% of cells (3 of 10).

Count							
Overall Expect.							
Table Expect.							
% Row							
		B2					
		Total				Total	
% Col		Disagreement	Disagree	Neutral	Agree	Strongly Agree	
FUNCTION	Manager	7	2	14	18	9	50
		3.78	2.52	14.29	20.17	9.24	50.00
		3.78	2.52	14.29	20.17	9.24	50.00
		5.88	1.68	11.76	15.13	7.56	42.02
		5.88	1.68	11.76	15.13	7.56	42.02
		14.00	4.00	28.00	36.00	18.00	100.00
	Specialist	77.78	33.33	41.18	37.50	40.91	42.02
		2	4	20	30	13	69
		5.22	3.48	19.71	27.83	12.76	69.00
		5.22	3.48	19.71	27.83	12.76	69.00
		1.68	3.36	16.81	25.21	10.92	57.98
		1.68	3.36	16.81	25.21	10.92	57.98
	Total	2.90	5.80	28.99	43.48	18.84	100.00
		22.22	66.67	58.82	62.50	59.09	57.98
		9	6	34	48	22	119
		9.00	6.00	34.00	48.00	22.00	119.00
		9.00	6.00	34.00	48.00	22.00	119.00
		7.56	5.04	28.57	40.34	18.49	100.00
		7.56	5.04	28.57	40.34	18.49	100.00
		7.56	5.04	28.57	40.34	18.49	100.00
		100.00	100.00	100.00	100.00	100.00	100.00

*Question B2: At your current job there are differences in the leadership behaviours of leaders according to their nationality?" (in relation to position)

Source: own research

Therefore, as can be seen from the table 5, the differences in leadership behavior depending on the nationality of the leaders are felt more by the execution staff than by the managers.

However, an important factor to be considered during the analysis is contained in the open question, which refers to the nationality of the leader that the respondents thought of most often in completing the questionnaire, most of the respondents considered Romanian leaders when filling in the questionnaire, respectively 74.32%, and the remaining 25.68% took into account over 15 other nationalities.

For a more in-depth analysis in order to validate or invalidate Hypothesis 3, we have combined the answers of question 2 with the nationality of the leader that respondents thought of most often during the questionnaire, captured in question 28. Respondents identified at least 5 distinct nationalities of leaders (American, Dutch, German, French, Swiss). In order to facilitate and relevance of combining answers, the nationalities of the leaders were grouped into two categories: leaders of nationality Romanian and leaders of another nationality.

From the combined analysis, it can be concluded that employees who have thought more about foreign leaders consider in a greater proportion that there are differences in leadership behaviors between Romanian and non-Romanian leaders.

Given the results of the analysis of the data provided by respondents for questions 2 and 28, we consider that **Hypothesis 3** cannot be fully validated. Although employees experience some differences in behaviour depending on the nationality of the leaders, these differences are not strong enough, most likely because the leadership style is not influenced by the organisational culture of multinationals in their home country and in our country.

Next, we will analyze the answers provided by the sample members, in order to determine the validity of **Hypothesis 4** – There are leadership behaviors that ensure a high level of motivation, satisfaction and trust of the employees of multinational corporations.

Up to this point in the analysis of the research results, we have established what is the predominant style of leadership in the studied corporation, the fact that leaders have the most important role in motivating employees, but also that there is an opportunity to improve leadership behaviors, since currently employees do not feel motivated enough to give their best and reach the highest standards of performance, they are capable of.

Therefore, we will examine the extent to which the sample agrees with 20 statements related to the motivational role of certain leadership behaviors. The questions "Company leaders give me confidence when they inform employees about decisions that directly affect them or the company" and "It gives me confidence that the leaders of the corporation I work for inspire optimism about the future direction and success of the organization" refer to the confidence employees feel in certain leadership behaviors. The following questions assess respondents' agreement with leadership behaviors that have a motivational impact (table 6).

Table 6. Least Squares results

Method: Least Squares

Date: 07/20/23 Time: 23:08

Sample: 1 119

Included observations: 119

Variable	Coefficient	Std. Error	t-Statistics	Prob.
Company leaders give me confidence when informing employees about decisions that directly affect them or that affect the company	5.10E-15	1.76E-15	2.901595	0.0046
It gives me confidence that the leaders of the corporation I work for inspire optimism about the future direction and the success of the organization	-1.60E-14	3.12E-15	-5.106786	0.0000
I feel motivated when the leaders of the corporation I work for clearly communicate the mission, values and principles of the organization	6.93E-15	2.80E-15	2.478076	0.0149
It motivates me that the leaders of the organization constantly exemplify the values of the corporation through their behavior	-6.77E-15	1.38E-15	-4.908274	0.0000
"I think company leaders should keep an eye on employees closely so they feel motivated to perform better"	-8.33E-16	1.32E-15	-0.630498	0.5298
"I feel motivated to perform when the leader adapts his leadership style to my needs"	1.38E-15	1.31E-15	1.052472	0.2951
"I feel motivated to do the job better when the leader imposes on me what I have to do"	-1.55E-15	1.19E-15	-1.302135	0.1958
"I think an effective leader gives clear orders and imposes precise procedures"	-1.08E-15	1.08E-15	-0.999468	0.3200
"I think most people are lazy and should be supervised and penalized when they are not efficient at work"	1.13E-15	1.20E-15	0.941829	0.3485
"The leader who motivates me, clearly sets the objectives, but gives me the freedom to choose the methods by which to achieve them"	-1.25E-15	1.11E-15	-1.128416	0.2618
"I appreciate leaders who have the vision and mobilize people in the direction of their vision"	-1.32E-15	1.19E-15	-1.111440	0.2690
"In general, I think that when leaders let their subordinates do their tasks as they think, they are more motivated and productive"	1.12E-15	1.19E-15	0.944687	0.3471
"I feel motivated when leaders recognize my merits and reward me"	3.10E-15	1.24E-15	2.503338	0.0139
"It motivates me when the leaders who evaluate my performance put more emphasis on success than on mistakes"	4.32E-17	1.60E-15	0.026970	0.9785
"I feel motivated when leaders offer me opportunities for personal and professional development"	-1.38E-14	2.46E-15	-5.605571	0.0000
"I think employees feel more motivated to perform when they have participated in decision-making that affects them"	1.34E-14	2.54E-15	5.261384	0.0000
"To boost high performance, leaders should focus more on people's development and less on immediate results"	1.28E-15	2.51E-15	3.99E+14	0.0000
"I appreciate the company leaders who support employees in improving their performance through mentoring and coaching sessions"	0.419230	0.056531	7.415969	0.0000
"A good leader should help his subordinates discover their true passion"	0.610145	0.058932	10.35340	0.0000
C	2.79E-14	8.42E-15	3.312652	0.0013

R-squared	0.835563	Mean dependent var	3.386555
Adjusted R-squared	0.813427	S.D. dependent var	1.179696
S.E. of regression	0.509559	Akaike info criterion	1.606826
Sum squared resid	27.00363	Schwarz criterion	1.957136
Log likelihood	-80.60614	Hannan-Quinn criter.	1.749076
F-statistic	37.74715	Durbin-Watson stat	1.989957
Prob(F-statistic)	0.000000		

Source: own research

The analysis of the data provided by the respondents regarding the behaviors they perceive as having a motivating role revealed that each of the 19 behaviors functions either as a motivating agent or as a demotivator (Table 7).

Table 7. Centring behaviours and their role in motivation

Claims	Motivational Role
Company leaders give me confidence when informing employees about decisions that directly affect them or that affect the company	Motivational (Increasing confidence)
It gives me confidence that the leaders of the corporation I work for inspire optimism about the future direction and the success of the organization	Motivational (Increasing confidence)
I feel motivated when the leaders of the corporation I work for clearly communicate the mission, values and principles of the organization	Motivational
It motivates me that the leaders of the organization constantly exemplify the values of the corporation through their behavior	Motivational
"I think company leaders should keep an eye on employees closely so they feel motivated to perform better"	Mixed role (depending on the situation)
"I feel motivated to perform when the leader adapts his leadership style to my needs"	Motivational
"I feel motivated to do the job better when the leader imposes on me what I have to do"	Demotivational
"I think an effective leader gives clear orders and imposes precise procedures"	Mixed role (depending on the situation)
"I think most people are lazy and should be supervised and penalized when they are not efficient at work"	Demotivational
"The leader who motivates me, clearly sets the objectives, but gives me the freedom to choose the methods by which to achieve them"	Motivational
"I appreciate leaders who have the vision and mobilize people in the direction of their vision"	Motivational
"In general, I think that when leaders let their subordinates do their tasks as they think, they are more motivated and productive"	Motivational
"I feel motivated when leaders recognize my merits and reward me"	Motivational
"It motivates me when the leaders who evaluate my performance put more emphasis on success than on mistakes"	Motivational
"I feel motivated when leaders offer me opportunities for personal and professional development"	Motivational
"I think employees feel more motivated to perform when they have participated in decision-making that affects them"	Motivational
"To boost high performance, leaders should focus more on people's development and less on immediate results"	Motivational
"I appreciate the company leaders who support employees in improving their performance through mentoring and coaching sessions"	Motivational
"A good leader should help his subordinates discover their true passion"	Motivational

Source: own research

The analysis of the opinions provided by the respondents in the sample generates the conclusion that **Hypothesis 4** – There are leadership behaviors that ensure a high level of motivation and trust of the employees of multinational corporations is validated.

The success of the whole business depends on the most important resource of any organization - employees. They are creators of new technical, technological and organizational solutions, new values, controllers of the work process and the development of business systems. The role of leaders is to motivate subordinates to reach their full potential for achieving the organization's objectives.

Leadership and motivation are key factors that influence the success of the organization, as well as employee satisfaction. Therefore, the bonding and interconnectedness of leadership and the appropriate ways of motivating employees are essential to the success of any multinational corporation.

At the end of the present scientific research study, as a result of the interpretation of the data provided by the respondents, we conclude that the results obtained support three of the four hypotheses, namely: Hypothesis 1, Hypothesis 2 and Hypothesis 4.

5. CONCLUSIONS

Dynamic development of market relationships requires a new way of solving economic problems. One of the most important ways to do this is to increase productivity and efficiency by using the potential and skills of employees. In the current economic situation, the main challenge for human resources is for leaders to motivate subordinates to work more efficiently and with greater dedication.

Analysis of the impact of leadership on the performance of employees through motivation and achievement of job satisfaction has been presented in many studies (Semedo et al., 2022, Elifneh and Daniel, 2022, Nguyen et al., 2022, Zarei and Issahaka, 2022, Gao et al., 2022, Zarei et al., 2022, Dash et al., 2022, Ashiq et al., 2023).

Leaders are interested in attracting and retaining highly skilled and experienced employees to perform tasks aimed at achieving the strategic objectives and tactical objectives of the organization. In this regard, leaders must organize the process of working with subordinates to coordinate the work, and to provide the necessary materials and financial resources for building an appropriate system of motivation. In multinational companies, there are uniform standards that apply to all representatives. This leads to insufficient flexibility in the functioning of human resources management in the process of motivating staff.

The empirical research study led to the following conclusions:

1. Prevalent leadership style in the corporation and respondents' confidence in leadership:
 - a. The behaviours identified by respondents as most common are specific to transformational leadership. This leadership model is consistent with the culture of the corporation studied.
 - b. The work of the sample is operationally focused, with main objectives related to delivering clear business indicators and ensuring labour productivity.
2. The motivational role of the leader in the corporation:
 - a. An overwhelming majority of respondents in the sample consider being led by fair, inspiring and supportive leaders to be the most important motivational factor in their work.
 - b. The quality of the relationship between leaders and subordinates is the strongest element of motivation. It creates a professional, positive and respectful attitude and employees have more likely to adopt a similar approach to their colleagues and enjoy their work. It is clear that the management and leadership styles adopted will have an effect on employee motivation, morale and satisfaction.

3. Employee perceptions of differences in behaviour between foreign and Romanian leaders:
 - a. From the combined analysis, it can be concluded that the employees who thought more about foreign leaders believe in a higher proportion that there are differences in leadership behaviours between Romanian and foreign leaders.
4. Employee perceptions of leadership behaviours that ensure a high level of motivation and trust among employees:
 - a. The role of leaders is to motivate subordinates to reach their full potential to achieve the organisation's goals.
 - b. Leadership and motivation are key factors influencing organisational success as well as employee satisfaction.
 - c. The linkage and interconnectedness of leadership and appropriate ways of motivating employees are essential to the success of any multinational corporation

The main problem in multinational co-ordinations is represented by the cultural differences from one country to another, so the organizational culture in Japan could be very different from that in Romania, and in the same company, a leader could be efficient in Germany, but inefficient in Romania. So both motivation and leadership must find the right balance for each country.

Through the proposed Leader Model, we respond to the need to generate a positive impact on the motivation of employees of multinational corporations in Romania.

In order to ensure economic development, any state depends to a large extent on the capital it holds. Given that public sources of capital are often limited, foreign direct investment (FDI) is a necessity for the growth and welfare of a state's economy. Foreign Direct Investment represents a flow of capital, technology and know-how, generating jobs and thus stimulating and developing the economy.

Romania has sufficient advantages to attract FDI: geographical position, rich natural resources, a large market and a competent and relatively low-cost workforce. Unfortunately, with an unstable political and legislative framework not oriented towards attracting foreign investors, Romania has not fully benefited from its potential.

REFERENCES

- Ahmad, M. K., Abdulhamid, A. B., Wahab, S. A., Pervaiz, A. N., & Imtiaz, M. (2022). Direct and indirect influence of project managers' contingent reward leadership and empowering leadership on project success. *International Journal of Engineering Business Management*, 14, 2-15, 18479790211073443. DOI <https://doi.org/10.1177/18479790211073443>
- Ashiq, M., Jabeen, F., & Mahmood, K. (2023). Workplace creativity and job satisfaction of academic librarians: A perspective of distributed leadership theory. *Information Development*, 39(3), 500-511. DOI <https://doi.org/10.1177/02666669221136864>
- Bailey, K. D., Losty, L. S., Albert, D., Rodenhause, N., By Santis, J. P. (2022). Leadership presence: A concept analysis, *Nursing Forum*, 57, 6, 1069-1079, DOI 10.1111/nuf.12784
- Bass, B. M., & Stogdill, R. M. (1990). Bass & Stogdill's handbook of leadership: *Theory, research, and managerial applications*. Simon and Schuster.

- Bass, B. M., Riggio, R. E. (2006). *Transformational Leadership*, 2nd edition, New Jersey: Lawrence Erlbaum Associates.
- Bassous M. G. (2022). *Leadership . . . in Crisis: A Global Perspective on Building Resilience, Stamina, Agility, and Confrontation*, Wipf and Stock Publishers.
- Chelladurai, P. (2006), *Human resource management in sport and recreation* (2nd ed.). Champaign, IL: Human Kinetics.
- Chemers, M. M. (1984). The social, organizational, and cultural context of effective leadership. *Leadership: multidisciplinary perspectives*, 91-112.
- Dash, S. S., Gupta, R.; Jena, L. K. (2022). Contrasting effects of leadership styles on public service motivation: the mediating role of basic psychological needs among Indian public sector officials, *International Journal of Public Sector Management*, 35(6), 659-675, DOI 10.1108/IJPSM-02-2022-0046
- DuBrin, A. J. (1998). *Leadership: research findings, practice, and skills* (2nd ed.). Boston: Houghton Mifflin.
- Eadens, D. W., & Ceballos, M. (2023). Educational Leadership Preparation and Professional Roles: Are We Serving the Needs of Leadership Roles Along the Leadership Continuum? *Journal of Research on Leadership Education*, 18(2), 277-300. DOI 10.1177/19427751221076416
- Elifneh, Y. W., Daniel, E. (2022). The effect of leadership styles on employees' job satisfaction in non-governmental organizations: empirical evidence from a developing country, *The Journal of Indian Management & Strategy*, 27(1), 23-29, DOI 10.5958/0973-9343.2022.00003.5
- Gao, Y. Y., Huang, D. Y., Jiang, J. X., Wang, W. I. (2022). Influence of self-serving leadership on employees' helping behavior, *Social Behavior and Personality: An international journal*, 50(1), 1-11(11), Doi 10.2224/Sbp.10374(1)
- Hitt, M. A., Black, J. S., Porter, L. W., Hanson, D. (2007). *Management*, Frenchs Forest, N.S.W: Pearson Education Australia.
- Holm, J. (2023). Exploring alignment of assumptions in plural leadership: A case study of managers' implicit leadership theories in the danish public sector. *Leadership*, 19(1), 43-62, DOI 10.1177/17427150221138150.
- Karmel, B. (1978), Leadership: A challenge to traditional research methods and assumptions, *Academy of Management Review*, 3(3), 475-482.
- Kozminski, A. K., Baczynska, A. K., Skoczen, I., Korzynski, P. (2022). Towards leadership effectiveness: the role of leadership individual competencies and constraints. Introduction of the Bounded Leadership Model, *Leadership & Organization Development Journal*, 43(4), 596-611, DOI 10.1108/LODJ-04-2020-0157.
- Nguyen, T. P. I., Nguyen, T. T., Duong, C. D., Doan, X. H. (2022). The effects of transformational leadership on employee creativity in Vietnam telecommunications enterprises, *Management Decision*, 60(3), 837-857, DOI 10.1108/MD-07-2020-0882.
- Northouse, P. G. (2001). *Leadership: theory and practice* (2nd ed.). Thousand Oaks, California: Sage Publications.
- Ribière, V. M., & Sitar, A. S. (2003). Critical role of leadership in nurturing a knowledge-supporting culture. *Knowledge management Research & Practice*, 1, 39-48.
- Robbins, S. P. (2001). *Organizational behavior* (9th ed.). Upper Saddle River, N. J.: Prentice Hall.

- Schermerhorn, J. R. (2001). *Management* (6th ed., update 2001 ed.). New York: Wiley.
- Semedo C. S., Salvador, A., Dos Santos, N. A., Pais, L., Monico, L. (2022). Toxic Leadership and Empowering Leadership: Relations with Work Motivation, *Psychology Research and Behavior Management*, 15, 1885-1900, DOI 10.2147/PRBM.S340863.
- Stogdill, R. M. (1974). *Handbook of leadership: a survey of theory and research*, New York: Free Press.
- Tosi, H. L., Rizzo, J. R., Carroll, S. J. (1994). *Managing organizational behavior* (3rd ed.). Oxford, UK: Blackwell.
- Xu, C., Zhao, L. (2022). Collective achievement, cohesive support, complementary expertise: 3Cs emergent model for shared leadership, *Human Resource Development International*, 26 (7649), 1-26, DOI 10.1080/13678868.2022.2065442.
- Yukl, G. A. (2006). *Leadership in organizations* (6th ed.). Upper Saddle River, Pearson Prentice Hall.
- Yukl, G., Van Fleet, D. D. (1992). Theory and research on leadership in organizations, M. D. Dunnette & L. M. Hough (Eds.), *Handbook on Industrial and Organization Psychology*, 147-197, Palo Alto, CA: Consulting Psychologist.
- Zarei, M., Issahaka, A. (2022). A Dual-Process Account of Major Social Constructs of Motivation: Implications for Leadership Scholarship, *International Journal of Organizational Leadership*, 11(3), 253-273, DOI 10.33844/ijol.2022.60329
- Zarei, M., Supphellen, M., Bagozzi, R. P. (2022). Servant leadership in marketing: A critical review and a model of creativity-effects, *Journal of Business Research*, 153, 172-184, DOI 10.1016/j.jbusres.2022.08.013
- Zhang, X. Y., Li, D. A., Guo, X. T. (2022). Antecedents of Responsible Leadership: Proactive and Passive Responsible Leadership Behavior, *Sustainability*, 14(14), 8694, 1-22 DOI 10.3390/su14148694