The Impact of Leader's Language of Motivation on Subordinate Performance and Job Satisfaction in Bangladesh

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Abstract: *The present study aimed to investigate the effect of language of motivation on the performance and satisfaction of workforce and employees of organizations in Bangladesh. Language of motivation in every organization is considered as a force that leads the employee towards accomplishing specific organizational objectives and goals. This research was conducted on 126 employees of the Dutch-Bangla Bank, NGO (BRAC) and RFL Plastic Product Company in Bangladesh. The results of chi square tests revealed that the driving elements, which lead the performance and satisfaction in upward direction and what are factors, decreased the performance and dissatisfied the targeted employees. Also the study found the relational gap between the manager and the subordinates, which drives the behavior of the manager and makes an effect on the employee's outcomes. The analysis proved that if the employee is pleased and satisfied at his work, his motivational level is high. But if not, the level of motivation and productivity will decrease noticeably. These findings can have implications for managers and business owners to find out the gap between them and their employees and also some action plans to fix the technique for applying language of motivation which will keep the employees motivated and satisfied to perform as expected.*

Keywords: employee, language of motivation, performance, satisfaction

1. Introduction

The importance of employee motivation, performance and satisfaction of the company is increasing day by day. The motivation is the key factor, which affects the organizations' human resources. So employees must receive motivations to improve the performance to achieve the goals of the organization. Where language of motivation is a distinct tool to improve performance and job satisfaction. Nowadays most discussed topics are about language of motivation and its correlation with performance, job satisfaction of employee and efficiency of the organization. Employees or workers will seriously perform their responsibilities and duties only if the leading factor in the organization is motivation (Mayfield & Kopf, 1998). Standard pays or salary also an effective tool to take main roll to improve the performance of employees and also develop the productivity of an institution (Clampitt & Downs, 1994).

In this advanced age of globalization, organizations are facing competition in the business. If an organization cannot positively motivate employees, it will not have opportunity to exist in the environment of competitive business market (Sullivan, 1988). It has also discussed how important to understand different demographic motivation and their impact on performance and job satisfaction. Bangladeshi organizational characteristics and their impact on the general motivation were researched. Human assets or human resources define the value of employee or the workers of any institution (Bass, 1985). In light of the issues raised above, this study was an attempt to investigate the effect of language of motivation of leader on subordinates' performance and job

satisfaction in Bangladesh. That is, the present study made an attempt to explore if there is any relationship between leader's motivation, performance and job satisfaction of employees. Conducting studies like the present one can provide more effective and supportive motivational instrument for the organizations in Bangladesh. In other words, the results of studies like the current one may help managers to diagnosis the gap between the motivation approaches and outcomes of the workforce with right tools of solution.

2. Literature Review

Language of motivating is also soundly rooted in three basic hypothesizes. First, ML related to only one sender from leader-to- subordinate for sending direction. Secondly, ML demonstrates the three primary speech acts of the science of linguistics (Searle 1969; Sullivan, 1988). Consequently, the approach is appropriate use in the forms of speech subordinate by the leaders. Thirdly, the conclusive behaviors and attitudes of employee that are related with applying of motivational language will be much more probably to happen when all three structures of ML are mobilized strategically into communication of leader. This impersonation has been also replaced by earlier research that found meaningful and definitive relationships between different kinds of managerial messages and employee outcomes (Pettit, Goris & Vaught, 1997; Sullivan, 1988).

Motivating language is a valuable strategy to improve employee attitudes and behaviors as well as support for research has been promised. Using the scale of reliabilities

and validity has been adopted of ML three components that were energetically authenticating (Mayfield & Kopf, 1998). Related study has classified ML's positive influence on employee job satisfaction, performance, and innovation. These results can be prospected to enhancement by 7%, 2%, and 2%, respectively when a leader applies an extra 10% of ML in her/his report directly contact practices (Mayfield & Kopf, 1998).

These previous findings inspire next study about the performance of part-time workers can be affected by language of motivation. Another great insight to examine the influence about the job satisfaction levels of part-time workers consequence of ML. A positive and significant relation has found between critical behaviors as absenteeism of employees and job satisfaction by the literature of the management (Scott & Taylor, 1985) and turnover , both of which have important cost implications for an organization's bottom-line (Robins, 2003).

On the basis of motivational language theory, language of meaning-making is related with deliberation but communication of uncertainty-reducing or directing-giving is related with the structure of democratic from the style of leadership theories. As well, the theory of motivational language also includes sympathetic form of communication absent from theories of behavioral. Therefore, the way and level of language used by the superior can have effect on the job satisfaction of subordinate (Sharbrough, Simmons & Cantrill, 2006).

Language of motivation and commitment of organization is also vastly related. According to Buchanan, commitment is someone emotional desire to a certain object; the facets of such desire include: (1) identification: make proud being of organization and internalize the goal of organization. (2) Involvement: be involved actively in events of organization. (3) Loyalty: combine organizational and personal affection and fulfill assigned obligation and responsibility (Bauchanan, 1974).

3. Methodology

The study has been conducted among 126 employees of three different kinds of institutions (NGO-BRAC, Bank-DBL and RFL plastics) of different levels of hierarchy of Bangladesh. The stratified random sample was calculated using the scientific sample calculation formula at a confidence interval of 5% where 96 personnel, administered all questionnaires were given back, thus returned of 100%. The technique of sampling was engaged the laminated method of random sampling employed to find respondents: 32 every one was selected from three different organizations to understand. It has been done to make sure equal opportunity and adequate to answer. Probabilistic sampling and simple random sampling system has been used in order to choose units of sampling from population. Numerical Likert Type scale 1-5 was applied, where "5" shows a very strong answer, while "1" shows a very weak answer.

Research hypotheses of the study were as follows:

H1: The latent motivating language variable is significantly reflected through the measures of direction giving, empathetic, and meaning-making language.
H2: There is a positive and constructive relationship between a leader's use of motivating language and performance of a subordinate.
H3: There is a positive and constructive relationship between a leader's use of motivating language and satisfaction of a subordinate.

According to current data, analyzed was completed to present the relation. The entire hypotheses were tested based on that presented data. Hypotheses were tested by Chi Square:

$$(X2) = \sum (oi - ei)^2 / ei$$

Where, oi = Observed frequency
ei = Expected Frequency

Method for expected frequency (ei)
$$= \frac{\text{Row total x Column total}}{\text{Grand total}} = \frac{(nr * nc)}{n}$$

This study tested the null hypotheses at 0.05 scales of significance levels.

4. Data Analysis

Hypothesis 1:

Direction Giving: As the computed chi-square (x^2) is bigger than the value of chi-square table (x^2t). So null hypothesis is rejected to accept the alternative hypothesis which logically is significant. The computed value 10.98692 is bigger than tabulated value 9.488. As a result we have rejected Ho and have accepted H1 in the first hypothesis. Therefore H1 is accepted: The latent motivating language variable is not significantly reflected at (α=0.05) through the measures of direction giving, empathetic, and meaning-making language. And Ho is rejected which indicated the latent motivating language variable is not significantly reflected at (α=0.05) through the measures of direction giving, empathetic, and meaning-making language.

Empathetic: As the computed chi-square (x^2) is bigger than the value of chi-square table (x^2t). So null hypothesis is rejected to accept the alternative hypothesis which is logically significant. The computed value 22.661 is bigger than tabulated value 18.307. As a result we have rejected Ho and have accepted H1 in the second hypothesis. Therefore H1 is accepted: The latent motivating language variable is not significantly reflected at (α=0.05) through the measures of direction giving, empathetic, and meaning-making language. And Ho is rejected which indicated the latent motivating language variable is not significantly reflected at (α=0.05) through the measures of direction giving, empathetic, and meaning-making language.

Meaning Making Language: As the computed chi-square (x^2) is bigger than the value of chi-square table (x^2t). So null hypothesis is rejected to accept the alternative hypothesis which is logically significant. The computed value 21.4009 is

bigger than tabulated value 18.307. As a result we have rejected Ho and have accepted H1 in the second hypothesis. Therefore H1 is accepted: The latent motivating language variable is not significantly reflected at (α=0.05) through the measures of direction giving, empathetic, and meaning-making language. And Ho is rejected which indicated the latent motivating language variable is not significantly reflected at (α=0.05) through the measures of direction giving, empathetic, and meaning-making language.

Hypothesis 2:

Driving Factors: As the computed chi-square (x^2) is bigger than the value of chi-square table (x^2t). So null hypothesis is rejected to accept the alternative hypothesis which is logically significant. The computed value 23.48551 is bigger than tabulated value 15.507. As a result we have rejected Ho and have accepted H1 in the second hypothesis. Therefore H1 is accepted: There is positive and constructive relationship at (α=0.05) between a leader's use of motivating language and performance of a subordinate. And Ho is rejected which indicated there is no positive and constructive relationship.

Counter Factors: As the computed chi-square (x^2) is bigger than the value of chi-square table (x^2t). So null hypothesis is rejected to accept the alternative hypothesis which is logically significant. The computed value 18.9038 is bigger than tabulated value 15.507. As a result we have rejected Ho and have accepted H1 in the second hypothesis. Therefore H1 is accepted: There is positive and constructive relationship at (α=0.05) between a leader's use of motivating language and performance of a subordinate. And Ho is rejected which indicated there is no positive and constructive relationship.

Hypothesis 3:

Satisfaction Level in Working Atmosphere: As the computed chi-square (x^2) is lower than the value of chi-square table (x^2t). So null hypothesis is rejected to accept alternative the hypothesis which is logically significant. The computed value 19.5696 is bigger than tabulated value 18.307. As a result we have rejected Ho and have accepted H1 in the third hypothesis. Therefore H1 is accepted: There is a positive and constructive relationship at (α=0.05) between a leader's use of motivating language and satisfaction of a subordinate. And Ho is rejected which There is no positive and constructive relationship at (α=0.05) between a leader's use of motivating language and satisfaction of a subordinates.

Satisfaction by Salaries: As the computed chi-square (x^2) is lower than the value of chi-square table (x^2t). So null hypothesis is rejected to accept alternative the hypothesis which is logically significant. The computed value 13.00574 is bigger than tabulated value 5.991. As a result we have rejected Ho and have accepted H1 in the third hypothesis. Therefore H1 is accepted: There is a positive and constructive relationship at (α=0.05) between a leader's use of motivating language and satisfaction of a subordinate. And Ho is rejected which There is no positive and constructive relationship at (α=0.05) between a leader's use of motivating language and satisfaction of a subordinates.

5. Discussion

The causes shown was that anatomical environment for performing responsibilities get improved, this drives the encouragement, wellbeing and moods of the personnel which get impacts ultimately on motivation. Based on hierarchy of need theory of Maslow if instructions can meet the self-actualization, self-esteem need, belonging need, safety need and basic need of their personnel then effortlessly raise the performance of employees. Through this study tried to analysis the correlation among the motivational language, performance and satisfaction of employees in different organizations of Bangladesh. It is very easy and general technic that by using the motivator tools like security of job, enrichment of job, an acceptable payment and other supplementary advantages to attain the goal of the institution. But changes of time being the motivational language needs to get change. These outcomes show to increase the management important and adhesions of theory. This part will drive these implications and conclude by recommend for the next analysis on the Language of Motivation.

Firstly, language of motivation indicates prospective as analytical and remedial tools of training. In a sound lecture of management documents that necessity of leader training for communication. Graen and Scandura (1986; 1987) said that the level of productivity of subordinates get increased correspondingly followed by conversational involvement of training of leader, total satisfaction of job, being loyal to reporting manager or boss and decreasing level of stress. The study about communication of manager and employee also shows that different types of communication of leader like informational, having strong affirmative possession on subordinate satisfaction of job and result of performance (Pettit et al, 1986). Training in this specific process of language must give facilitation to manager to be able to drive the employees in the direction of attaining goal of the organization. The language of motivation can expand and increase this participation as it enhances dimension number third, sense-making according to culture models of dual factor from before for reducing uncertainty of communication of leader and language of people oriented.

The pattern of the leadership language practiced in the chosen organizations in the survey contributed to the ineffectiveness of the institutes based on the below causes. Inadequate equipment or tools or materials to work, number of personnel below than required, having not sufficient resources and not having well performance measurement system and lack of proper motivation for employees among other factors.

At the time of this research, the below factors of managerial inadequacies were pointed out: Poor spread of management skills and miss delegation of authority: Power is poorly delegated among staff. So that makes them incapable when it becomes need to take decisions in absence of managers. Also it hampers the staffing when using owns initiatives everywhere and each process. Thus, most work is droning

and lack innovative. As the employees have to participate their responsibilities and duties according to rules of laid down.

One man rules: It was observed that the owner of the business is in his own world. Most times he only gives directives and watch: doing a little of everything. There are no structural controls methods employed in those organization and scale of expertise of the superior in all the sectors of the business in questionable. For instance, it was noticed that the owner of the business addresses issues such finances, marketing, distribution, recruitment and production himself. Certainly his degree of expertise will vary in these fields. Thus his overall competence in handling the business is questionable.

Other issues that were of importance in this study are mentioned below: The organizations those are in small scale those were having more direct interactions with owner to take all kind of business decision there. Then it becomes more general that the tope position is being held by the family members which are not easily accepted by the employees or personnel. Also it has been seen that most of the top position of different department of the organization to practice as to controls to the other employees. As a result some of the subordinates do not comfortable to talk with owner of the organization. Some controllers also take slight or no attention in the workforces. Consequently, the employees frequently

live on with the difficulties. Respectively this not only affects work environment but also make a great impact on the performance and satisfaction of employees. Finally, particular numbers of the personnel were not promoted in current years. Therefore, they are dissatisfied and this affects their behavior at work. They gave favoritism and managing director's discretion as the cause.

6. Findings

An earlier study about same to this area found that lack of equipment, insufficient workforce and inadequate performance management system affects the employee's performance and satisfaction. Also poor skill in delegating responsibility, power and repetitious tasks make oneself unhappy which have impacts on motivation of employees. Not only motivation and outcomes of employees is derived by manager but also sometimes the behavior of managers gets biased by owner of the organization.

According to the research based on the topic for sample size i.e. 96 in various commercial private and nonprofit organizations, the analysis has come to the below findings where the analysis derivatives are in standard form. This hypothesis is sustained by the validation of the research findings.

Table 1: Major Findings Factors of Analysis.

	Driving Factors	Calculated Chi-Square value	Chi-Square Table Value	Percentage From Analyzed Data
Motivational Language				
Direction Giving (Leadership language of manager)	Autocratic	10.98692	9.488	73.96%
Empathetic(Level of correlation between subordinates and heads)	Excellent Relation	22.66110	18.307	38.38%
Meaning Making Language (Scale of motivation among the employees)	Not Satisfactorily Motivation	21.4009	18.307	41.66%
Performance				
Driving Factors of Organizational Performance	Practicing Conditional Leadership Language	23.48551	15.507	45.83%
Counter Factors of Organizational Performance	Autocracy and Poor Leadership	18.9038	15.507	46.88%
Satisfaction				
Working Atmosphere	Strongly Unsuitable and Uncomfortable	19.5696	18.307	20.83%
Satisfaction by Salaries	No	13.0057	5.991	77.16%

Relationship between Motivational Language and Job Performance:

It was hypothesized that positive correlation may be in place between the use of motivating language and job performance, and such hypothesis was partially supported in this study. Further analysis indicated that the use of empathetic language by the supervisor proved to have positive correlation with the

subordinates' job performance. In other words, the use of direction-giving language and empathetic language by the supervisor may significantly enhance job performance.
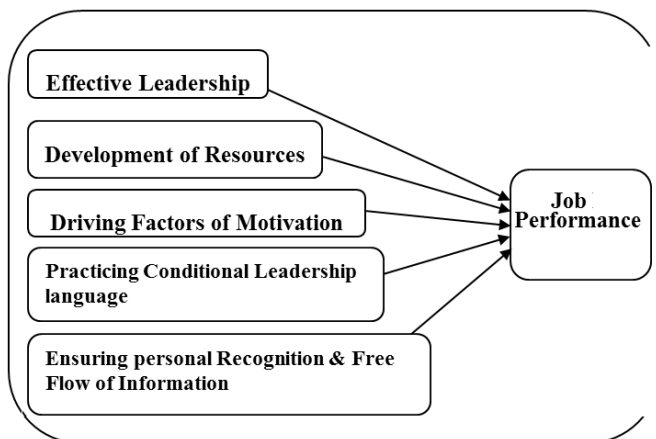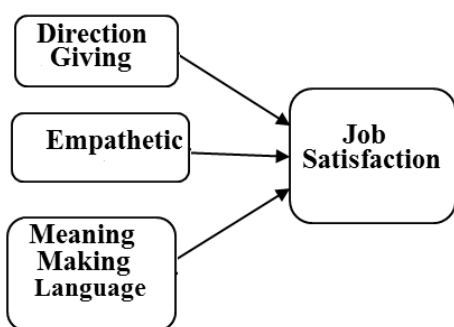
Figure 1: Relation Found from Analysis among Different Motivating Languages and Job Performance.

In addition, it is worth noting that, when the supervisor established a close relationship with the subordinates, the use of empathetic language will result in a more significant positive influence on the enhancement of job performance.

Relationship between Motivating Language and Job Satisfaction:

It was hypothesized that positive correlation may be in place between the use of motivating language and job satisfaction, and such hypothesis was partially supported in this study. Further analysis indicated that the use of direction-giving language and empathetic language by the supervisor proved to have positive correlation with the subordinates' job satisfaction.

Following figures show the relationship between different languages and job satisfaction.

Figure 2: Relation Found from Analysis among Different Motivating Languages and Job Satisfaction.

When the supervisor provides precise instruction of the subordinates' missions and offer compliments and encouragements, the subordinates' job satisfaction is likely to be higher. In other words, the use of direction-giving language and empathetic language by the supervisor may significantly enhance job satisfaction.

In addition, it is worth noting that, when the supervisor established a close relationship with the subordinates, the use of direction-giving language and empathetic language will result in a more significant positive influence on the enhancement of job satisfaction. When the supervisor provides precise

instruction of the subordinates' missions and offer compliments and encouragements, the subordinates' job satisfaction is likely to be higher.

7. Conclusions

The reason of rejecting null hypotheses and accepting those alternative hypotheses were based on the revealing involvement of theory of Likert's leadership, situation theory and behavioral theory.

The theory of situation was significant to understand and know the behaviors, needs and expectancy of the employees in any organization. Therefore, the motivational methods for performance of employees should not be undervalued. As there was ability to understand that significant compensation leads the performance of employees, which is able to fulfill the personal needs and goals of employees. On the basis of this, employees will contribute substantially to the organization's bottom level if their individual expectations and goals are offered by the managers.

With Likert's leadership theory giving a categorization in the manner in which task and employee orientation can be studied: exploitative and authoritative, benevolent and authoritative, consultative, and participative, it was conceivable to know the effect of motivational language of a leader on job performance and satisfaction. Through study, it has been found that most of the leaders were observed as being authoritative. This also denotes that they are exploitative as most respondents are underpaid and not comfortable with their present salary. In effect, the environment of work is unfavorable and with this approach managerial problems are not done rightly and with much involvement of employees.

8. Recommendations

The accomplishment of such research will facilitate an overall conclusion to be made on evaluation of leadership and organizational performance in Bangladesh as a whole.

In accomplishing the mentioned goal, it will be required to focal point on the motivational level of the employees by the management or employers in the other nature or traditional groups in Bangladesh. It will not only be covered to analyze how and what determine the development to which promotional variable maximize the high performance in the organizational objectives.

- Implementing multi-dimensional empowerment where employees will have get chance to know additional relevant skills.
- Fixing a significant inspiring objectives for each employee and as the objectives are achieved, arrange team activity to acknowledge those employees also other department and team will attain to the function.
- Giving opportunity and space to personnel and group for featuring new idea. Also need to allow the employees to explore objectives which will help them to be benefited.

- Each and every employee should have opportunities to Express feedback on performance and satisfaction and fix new aims and time frame.
- Always share affirmative evaluation statement from the external vendee with employees. That will motivate the employees to act to do more efficiently and swanky.
- The relation between employee and authority need be trustworthy and considerate. Also the relation has to be balanced with a constructive fair.
- Designing a flexible, inspirable and working supportable atmosphere where employees will be influenced to perform responsibility efficiently.
- Regularly monitoring and analysis the attitudes of employees towards the expected performance from the tasks. If required to remove the gap between the actual and expected performance then need to apply segmented hygiene factors. Such as: according to segmentation the hygiene factors are company policy, supervision-technical, administration, and mutual relations with managers exhilarator factors salary ,work itself, job security , advancement, growth, responsibility and personal life.
- The performance need to be visible after the applying motıvation to personnel as continuously as cycle, so that they should feel from their efficiency from performance measurement view point.
- Involve employees in the process of problem solving to give the opportunity to get engage on the process of related topic.
- Making the policies flexible and simple to ensure that those are open at places and in a structure those are favorable to workforce.

Related research that will give importance on the behavior of the workforce to work as well as their stage of commitment in organization will also be of significance. This characteristic is of importance, as irrespective of the traditional culture of most of Bangladeshi, their background, education, knowledge and exposure repeatedly affect the approach and way they response and perform the responsibilities at the work.

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