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The impact that leadership and management has on motivation

Leaders play a crucial role in enhancing team motivation to generate and pursue performance-enhancing service goals (Bahadur & Ali, 2021; Christensen-Salem et al., 2021; Liao & Chuang, 2004). To enhance customer service, for instance, leaders can delegate authority to teams and encourage members to share their ideas and perspectives (Kwon & Cho, 2016). Particularly, participative leadership, which refers to delegating authority to followers and involving them in leadership tasks to resolve issues and develop strategies (Armenakis et al., 1993; Koopman & Wierddahl, 1998, pp. 297–324), may foster autonomy by encouraging member participation in team service goal generation and in developing plans for their achievement (Ali et al., 2020). Given that team service performance is a team objective linked to collective motivation (Marks et al., 2001), this study proposes that participative leadership is a salient ambient input that motivates members to step up and enhance team service performance via motivational processes (Ali et al., 2022). There is an increase in competition among organisations and businesses, a decline in annual profits, and a threat to the global business system's overall functionality. In the context of an organisation or institution, leadership is essential to its proper operation and well-being (Belias et al., 2105). Leadership is broadly defined as an influence process affecting the actions of employees, the selection of group or organisation goals, and the interaction between superiors and subordinates (Yukl and Van Fleet, 1992). Historically, leadership has been a crucial aspect of the operation of organisations. However, it is essential to note that the specific characteristics of leaders are highly likely to vary between nations (Den Hartog, House, Hangers et al., 1999). Therefore, it is intriguing to determine if these various characteristics influence the leadership exercised in organisations. (Belias et al., 2105). further impact of leadership and management on motivation is discussed.

The exercise of leadership is a recurrent theme that is frequently subject to ongoing conceptual development; consequently, it has been defined differently depending on the

context in which it occurs. According to the majority of theorists, leadership is the capacity to gain the support of subordinates to accomplish predetermined organisational goals. Due to this definition, the aspect of voluntary acceptance is a fundamental element that characterises the practice of leadership in the organisation, as it arouses more of their voluntary commitments to innovative and scalable projects in the organisation (Shein, 1992), in addition to the leader's roles in adapting to this changing environment. (Sean et al., 2008) found that leadership's effectiveness has largely depended on the leader's capacity to encourage employee acceptance of the change. In recent years, numerous studies have examined the influence of transformational, transactional, and laissez-faire leadership styles on a variety of variables, including employee satisfaction, commitment, intention to quit, and performance (Dumdum et al., 2002; Judge and Piccolo, 2004; Rafferty and Griffin). Transformational, transactional, and laissez-faire are the three groups of leader behaviours. Through transformational behaviours, leaders communicate their confidence in their employees' ability to achieve high safety standards (Barling, Loughlin, & Kelloway, 2002), thereby increasing employee safety motivation. These leaders demonstrate concern for employee welfare recognise individual strengths and challenges, and invest in employee development (Bass, Avolio, Jung, and Berson, 2003). The three dimensions of transactional leader behaviours are contingent reward, management-by-exception active, and management exception passive (Bass, 1985). The primary focus of transactional leader behaviours is interactions between leaders and followers (Burns, 1978). By exhibiting contingent reward behaviour, leaders can motivate employees to comply with safety policies by establishing specific safety standards and offering incentives for compliance (Bass & Avolio, 1997). Leaders who demonstrate management by exception The only time passive behaviours intervene is when a problem is either brought to their attention or becomes severe enough to demand it (Bass, 1991). Due to their disregard for safety, these leaders are sending the message that safety is unimportant (Mullen & Kelloway, 2011, p. 361). In turn, followers of these leaders are less likely to be motivated to engage in safety behaviours because they do not view safety as crucial to their job performance. Lastly, the FRL model's laissez-faire leader behaviours demonstrate abdication of responsibility. These leaders' behaviours include avoiding or abandoning their leadership responsibilities and failing to take action when problems become chronic (Bass, 1999). By exhibiting these behaviours, these leaders

demonstrate indifference toward the performance and welfare of their employees. (Pihie, Sadeghi, & Elias, 2011). For example, “Tunisian operating in the high-tech sector, to understand the management styles of the chief executives officers (CEOs), their motivations towards innovative activities, and most importantly, to consider whether they are already making innovations and they share the cultural values of innovation with their employees” (Kacem & El Harbi, 2014). In healthcare, the safety of nurses is crucial due to its enormous financial cost in terms of lost productivity and its human toll in terms of injuries and deaths. (AlHomayan, Shamsudin, Subramaniam, & Islam, 2013; Pariona-Cabrera, Cavanagh, & Bartram, 2020) Safety leadership is an emerging field of study in safety. In this regard, our application of Wu's (2008) three-dimensional typology of safety leadership (i.e., safety caring, safety controlling, and safety coaching) represents an original contribution to the field of healthcare safety research. Moreover, by establishing that the leadership style of hospital leaders significantly but indirectly affects nurses' safety behaviour, the findings of this study provide crucial insights into the underlying factors (i.e., safety knowledge and safety motivation) connecting safety leadership to nurses' safety behaviour.

To conclude, in addition to the management practises that a company's leaders must implement, it also includes enhanced innovation capabilities of actors. The role of leadership in organisational innovation has been extensively emphasised by prior research. Leadership is an organisational factor that significantly impacts the efficacy of organisational innovation due to its influence tactics, such as the Motivation of employees leadership organisations should mainly focus on employee motivation to keep them engaged in work.