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# Preference for Leadership Style and Motivation level in Young Adults.

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**Abstract:** This study explored the relationship between leadership style preference and motivation in young adults. The sample size was 100 and the data was collected using convenience sampling. The study aimed to address the research gap of how different leadership styles affect different types of motivation. The study used a correlational method to examine the variables without interference. The study results gave insights that leadership style preference has a positive significant relationship with motivation in young adults.
**Keywords:** Leadership style, Motivation, Young Adults

## I. INTRODUCTION

Preference for leadership style has influences on motivation to work. Different leadership styles can create different work environments, and one's preference for a certain leadership style may reflect your personal values and work preferences. For instance, if one prefers a participative or democratic leadership style where their opinions and ideas are valued and considered, this may increase their motivation to work and be engaged in the workplace. On the other hand, if one prefers an autocratic or directive leadership style where clear instructions are given and expectations are set, this may also increase their motivation to work as they know what is expected of them and how to meet those expectations, such a leadership style is effective when there is no or very little time to brainstorm.

It's important to note that the relationship between leadership style and motivation is complex and can be influenced by many factors, including individual differences, organizational culture, and job characteristics. Additionally, research suggests that different leadership styles may be more effective in different situations, depending on the task or goal at hand *(Goleman, Boyatzis, & McKee, 2013)*.

Leadership style can influence the degree of social loafing by shaping the level of motivation and accountability felt by individual group members. When leaders set clear expectations and hold group members accountable for their performance, they influence the level of accountability felt by group members. Individuals may feel more responsible for their contributions to the task. When leaders are perceived as fair and equitable in their treatment of all group members, individuals are more likely to feel a sense of fairness and motivation to contribute to the task more efficiently.

Motivation refers to the driving force that compels a person to behave in a particular way which promotes goal-oriented behavior. There are different types of motivation, including intrinsic motivation, which is driven by internal factors such as personal interest or enjoyment, and extrinsic motivation, which is driven by external factors such as rewards or recognition. Therefore, a leadership style that aligns with one's values and needs, is more likely to increase their motivation to work. On the other hand, if you are under a leadership style that conflicts with their values and needs, it can lead to decreased motivation and job satisfaction.

As a result, one's preferred leadership style can affect their performance and motivation. For instance, if one prefers a participative leadership style, where the authority involves them in decision-making and values their opinions, they may feel more motivated to work because they feel valued and have a sense of ownership over their work. On the other hand, if they prefer a directive leadership style, where their boss gives them clear instructions and closely supervises their work, they may feel more motivated because they have a clear understanding of what is expected of them and feel supported in their work.

## II.    LITERATURE OF REVIEW

The study conducted by *Tiraieyari et. all (2013)*, aimed to investigate the relationship between career orientation and leadership motivation among Malaysian youth in public universities. The study surveyed 711 undergraduate students and found that those who had a strong career orientation were more likely to be motivated to become leaders in their future careers. The study also found that those who were motivated to become leaders had a stronger desire for career success and recognition. The findings of this study suggest that career orientation plays a significant role in shaping leadership motivation among Malaysian youth. By understanding the relationship between career orientation and leadership motivation, educators and employers can better tailor their leadership development programs and practices to meet the needs and aspirations of young people. This study also highlights the importance of promoting career development and planning among young people, as it can help to cultivate a strong sense of purpose and direction, which can in turn drive leadership motivation. Overall, this study adds to the literature on leadership motivation and career development and provides insights into the factors that influence leadership aspirations among young people in Malaysia.

The study by *Brown et al. (2014),* the purpose of this study was to look into the leadership style preferences of undergraduate occupational therapy students in Australia. The survey results showed that students had a clear preference for transformational leadership, indicating its importance in the occupational therapy profession. The study also highlighted the significance of leadership experiences for students in developing their leadership skills. The findings of the study have important implications for leadership development programs and practices in the occupational therapy profession to better prepare students for their future roles. Overall, the study contributes to understanding the leadership style preferences of occupational therapy students in Australia.

The article "Strategies for leadership styles for the multi-generational Workforce" by *Al-Asfour and Lettau, (2014)*, focuses on strategies that leaders can use to manage a multi-generational workforce. The authors discuss the challenges of leading a workforce that includes members from different generations and suggests that understanding generational differences and adapting leadership styles accordingly is crucial for effective leadership. The article presents a literature review of different leadership styles and their effectiveness in managing a multi-generational Workforce, as well as practical strategies for leaders to use, such as creating a culture of respect, providing feedback and recognition, and facilitating cross-generational mentoring. Overall, the article provides valuable insights for leaders who are seeking to effectively manage a workforce that spans multiple generations.

*Swain et al. (2015)* did a study to see if social drive has a role in the link between emotion dysregulation and anxiety in individuals with Autism Spectrum Disorder (ASD). The authors conducted a cross-sectional study involving 49 males and 20 females with ASD, and assessed their levels of emotion dysregulation, social motivation, and anxiety. The results showed that emotion dysregulation was significantly associated with anxiety, but only among those with high levels of social motivation. In other words, individuals who have ASD who were highly motivated to engage socially were more likely to encounter anxiety if they also had difficulty regulating their emotions. The authors found that when investigating the association between emotion dysregulation and anxiety in individuals with ASD, social drive may be an important aspect to examine.

The study conducted by *Thufathun Nessa Chowdhury (2015),* titled "A survey on perceived leadership traits of leaders both young and experienced. Preference of young recruits" investigates the perceived leadership traits of leaders both young and experienced, as well as the leadership preferences of young recruits. The study was conducted among 100 young recruits, using a questionnaire that measured their perceptions of leadership traits. The results of the study

showed that young recruits perceived young leaders to be more effective in terms of communication, innovation, and adaptability, while experienced leaders were perceived to be more effective in terms of decision-making and delegation. Furthermore, the study found that young recruits preferred leaders who were visionary, charismatic, and transformational, which aligns with the traits perceived to be more effective among young leaders. This preference for transformational leadership highlights the importance of inspiring and motivating young recruits, as well as promoting creativity and innovation. The findings of this study have implications for organizations seeking to attract and retain young talent. By understanding the leadership preferences of young recruits, organizations can tailor their leadership development programs and practices to better engage and motivate their young workforce. Additionally, the study provides insights into the perceived effectiveness of young leaders, which can inform succession planning and leadership development efforts. Overall, this study contributes to the literature on leadership and highlights the importance of understanding the preferences and perceptions of young recruits in leadership. By identifying the leadership traits and styles that resonate with young recruits, organizations can develop more effective leaders and create a more engaged and motivated workforce.

The study by *Perpék et. al (2016)*, aimed to explore the preferred leadership style, managerial, and entrepreneurial inclination among Hungarian students. The study surveyed 335 students from different universities in Hungary using a questionnaire that measured their preferred leadership style, managerial and entrepreneurial inclination. The results showed that students preferred a democratic leadership style, which

indicates the importance of collaboration and participatory decision-making. Additionally, the study found that students had higher entrepreneurial inclination than managerial inclination, suggesting that students are more interested in starting their own businesses than working in a managerial role. The findings of this study have implications for leadership and entrepreneurship development programs in Hungary, as well as for employers seeking to attract and retain young talent. By understanding the preferred leadership style and inclination of students, organizations can tailor their leadership and entrepreneurship development programs to better engage and motivate their young workforce. Overall, this study contributes to the understanding of leadership and entrepreneurship preferences among Hungarian students.

*Porter et al. (2019)* conducted a study to examine the relationship between millennials' motivation to lead and their perception of transformational leadership as a catalyst or barrier to their leadership aspirations. The study involved 280 millennials who completed a survey that assessed their motivation to lead, their perception of transformational leadership behaviors, and their career aspirations. The study results showed that millennials who reported higher levels of motivation to lead were more likely to perceive transformational leadership behaviors as a catalyst for their leadership aspirations. Specifically, millennials who reported higher levels of idealized influence, individualized consideration, and intellectual stimulation were more likely to feel motivated to pursue leadership roles. However, the study also found that some millennials perceived transformational leadership behaviors as a barrier to their leadership aspirations. This was particularly true for those who reported higher levels of skepticism toward authority figures and a desire for greater autonomy and independence. Overall, the study suggests that the relationship between millennials' motivation to lead and their perception of transformational leadership is complex and multifaceted. While transformational leadership behaviors can be a powerful catalyst for some millennials' leadership aspirations, they may be perceived as a barrier by others. The findings have important implications for leadership development and coaching, particularly in understanding how different individuals may respond to different leadership styles and behaviors.

The study conducted by Liu et al. (2019) investigated the immediate effects of immersive virtual reality (IVR) exercise on the situational motivation of young adults. The study was conducted on 49 college students who were randomly assigned to either an IVR exercise group or a traditional exercise group. The results showed that the IVR exercise group had a significantly higher level of intrinsic motivation compared to the traditional exercise group. However, no significant changes in extrinsic or amotivation were found between the two groups. The findings indicate that IVR exercise may have the potential as a motivational tool for promoting exercise among young adults.

The study conducted by *Suen et al. (2020)* aimed to investigate the level of knowledge and motivation of young adults in Hong Kong toward blood donation. The study used a cross-sectional survey design and recruited 542 participants aged 18-30 years. The survey included questions on demographic information, blood donation knowledge, and motivation for blood donation. The results of the study showed that the level of knowledge of the participants regarding blood donation was generally high, with most participants knowing the eligibility criteria for donation of and the value of blood donation. However, the motivation for blood donation was found to be relatively low, with only 17.4% of the participants reporting that they had donated blood in the previous year. The reasons for why people fear donating blood are needles, a lack of time, and apprehension about feeling ill afterward. The study suggests that while knowledge levels regarding blood donation are high among young adults in Hong Kong, there is a need for more efforts to improve motivation toward blood donation. This can be achieved by addressing the obstacles to blood donation and promoting the benefits of regular blood donation. The findings of the study can be used to inform the development of targeted interventions to increase blood donation rates among young adults in Hong Kong.

O'Loughlin et al. (2022) conducted a study to investigate the relationships between tracking physical activity, motivation of physical activity, and degree of physical activity in young adults. The research was conducted using a cross-sectional survey design, and data were collected from 799 young adults aged 18 to 25 years. The results showed that physical activity tracking was positively associated with the level of physical activity and physical activity motivation. Moreover, physical activity motivation partially mediated the relationship between physical activity tracking and the level of physical activity. These findings suggest that physical activity tracking tools can be useful in promoting physical activity and increasing physical activity motivation in young adults. Additionally, interventions that enhance physical activity motivation can potentially increase the effectiveness of physical activity tracking in promoting physical activity behavior.

## III.    METHODOLOGY

**H1:** There is a significant relationship between Motivation and Preference for Leadership style in Young Adults.
**Objective:** The objective of this research is to study the relationship between Preference for Leadership Style and Motivation in Young Adults.

**Psychometric Properties**

| Variables | Author, Year | Cronbach's Alpha coefficient |
|---|---|---|
| Motivation | Northouse, P. G (1980) | .71 to .92 |
| Leadership Style | Deci & Ryan (2000). | .78 to .80 |

The present study utilized the correlational method to assess the relationship between multiple variables without interference. The sample population for the study consisted of young adults, who were selected based on specific variables of interest. Data was collected through an online questionnaire distributed via Google Forms, and proper informed consent was obtained before the survey began. Participants completed the survey within seven minutes, and the survey received 100 responses. The total participants who completed the questionnaire were: 50% female and 50% male.

The survey consisted of two questionnaires: The Path-Goal Leadership Questionnaire by Northouse, P. G and The Work Extrinsic and Intrinsic Motivation Scale by Deci & Ryan (2000). The former aimed to measure leadership style preference, while the latter measured work motivation. The Path-Goal Leadership Questionnaire aims at measuring leadership style preference for a directive, achievement-oriented style, participative and supportive. It consists of 20 items that are to be answered in terms of Never, Hardly ever, Seldom, Occasionally, Often, Usually, Always. The scoring is very simple, with positive items being scored as 1234567 for Never, Hardly ever, and so on. The scoring is Reverse for Items 7, 11, 16, and 18.WEIMS is an 18-item measure of work motivation theoretically grounded in self-determination theory answered in terms on a Likert scale 1 being 'Does not correspond at all' and 7 being 'Corresponds exactly'. The scoring is 1234567 for item numbers clubbed together as: Intrinsic motivation 4,8,15; integrated regulation 5,10,18; identified regulation 1,7,14; introjected regulation 6,11,13; external regulation 2,9,16; amotivation 3,12,17.

The inclusion criteria involved using keywords- leadership style preference, motivation, and excluding any other research apart from that on Young Adults. The data was collected from Urban areas- Mumbai, Delhi, Bangalore, Bhopal, Kerala and Australia using a non-probability, convenience sampling technique. The participants' anonymity was maintained, and the study was conducted over five days in March 2023. The study utilized various statistical techniques, such as the mean test using MS Excel software package, and analysis tables were provided to clarify the findings.

## IV. RESULTS

**Table1.**

| Variable | n | M | SD | 1 | 2 |
|---|---|---|---|---|---|
| **Motivation** | 100 | 81.56 | 17.209 | - | |
| **Leadership Style** | 100 | 101.24 | 15.591 | .372** | - |

**\*\*Correlation is significant at 0.01 level**

**Analysis of the Table**

In Table 1, the sample size (n) was taken as 100 for both Motivation and Leadership Style. With the help of Pearson's correlation method, the mean and standard deviation of Motivation were found as 81.56 and 17.209 respectively. The mean and standard deviation of Leadership style are 101.24 and 15.591 respectively. Therefore, we get a positive correlation between Motivation and Leadership style.
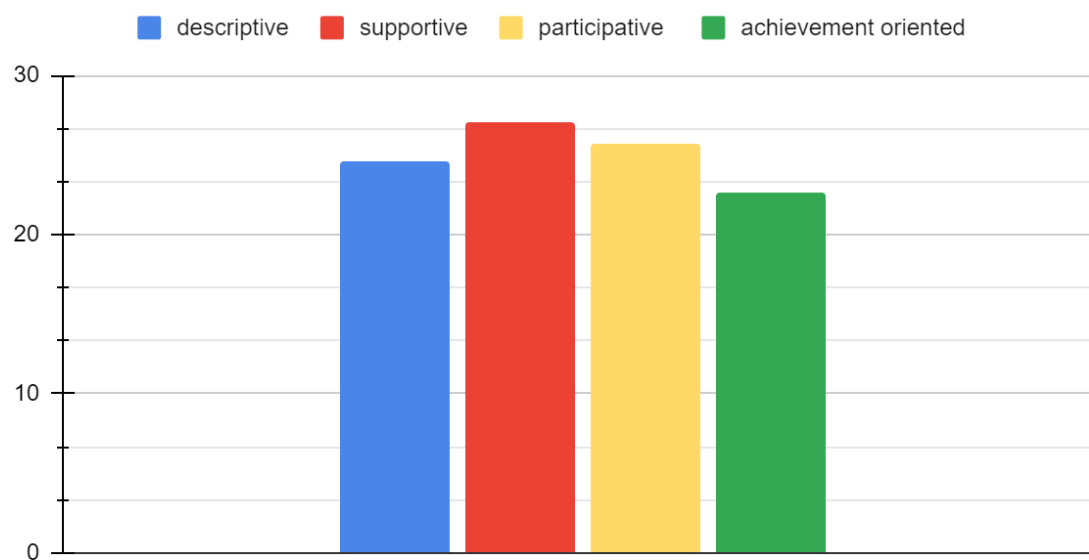
## Level of Motivation in Young Adults
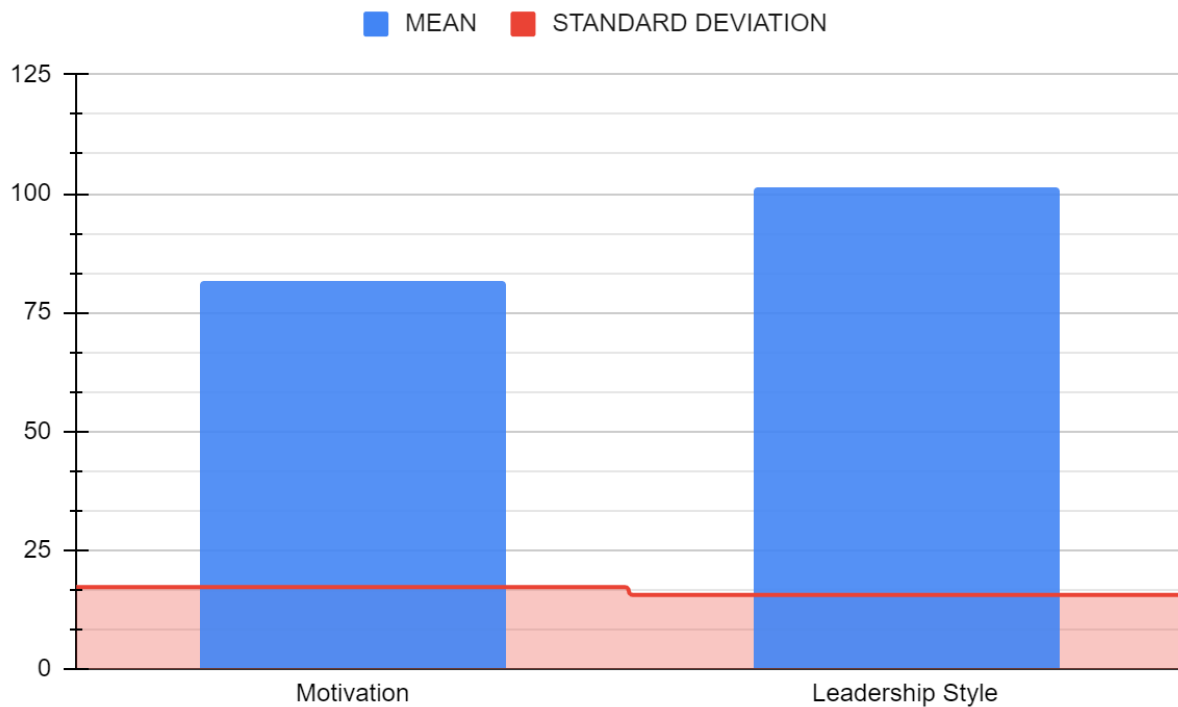
**Values expressed are in percentage**
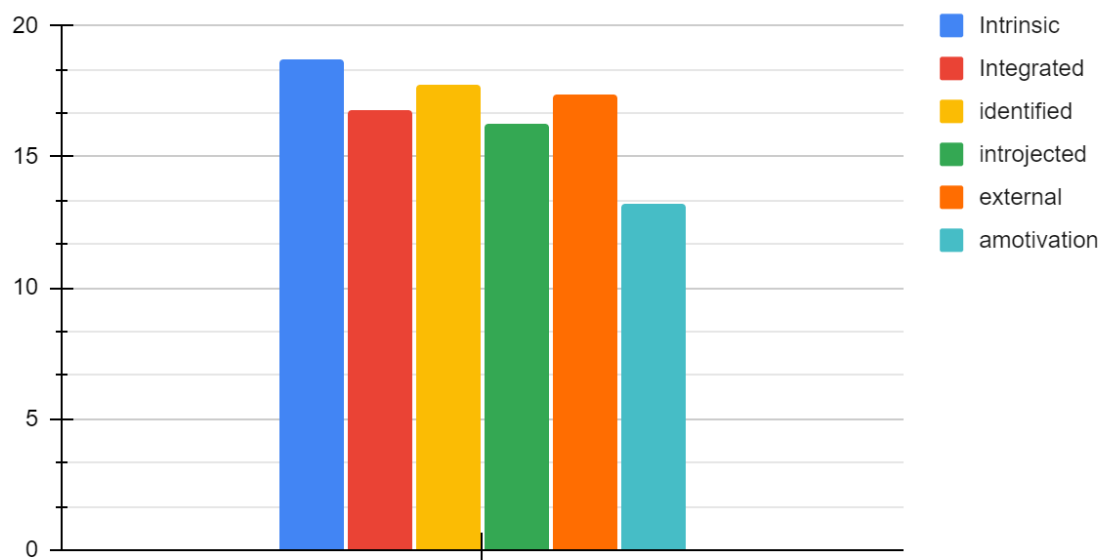


**Fig 1: Level of Motivation in Young Adults**

## Preference of Leadership-style in Young Adults

**Values expressed are in percentage**



**Fig 2: Preference of Leadership in Young Adults**

**Fig 3: Mean and Standard Deviation in Motivation and Leadership Style**

## V. DISCUSSION

This study explored the correlation between different styles of leadership preference and types of motivation among young adults. The results of the study supported the hypothesis and showed that a supportive leadership style is most preferred by Young Adults and that there is a significant correlation between supportive leadership style and intrinsic motivation. The results of this study contribute to the literature on leadership and motivation by examining how different styles of leadership preference are related to different types of motivation. The results also have practical implications for leaders and managers who want to motivate their followers effectively. The study suggests some directions for future research, such as using longitudinal studies and conducting a study on influence of culture on leadership style preference and motivation, as most of the previous studies were conducted in Western contexts.

## VI. SUMMARY AND CONCLUSION

This study focused on leadership style preference and motivation among young adults. The study searched for articles published between 2013 and 2023 from pub med, NCBI, Sage Publication, and research gate using these keywords. The study excluded any articles that did not target young adults. The study collected data from urban areas in India and Australia using convenience sampling. The present study acknowledges some limitations, such as the use of self-report measures, the cross-sectional design, and the convenience sample.

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