

MOTIVATIONAL LANGUAGE AS MEDIATOR BETWEEN LEADERSHIP STYLES AND EMPLOYEES' JOB SATISFACTION

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ABSTRACT

Job satisfaction is important in organizational behavior as it relates to positive or negative feelings of employees towards their job. Feelings culminate into attitudes which, at large, contribute in the satisfaction or dissatisfaction of employees in an organization. The review of extant literature indicated positive relationship between autocratic, democratic leadership and job satisfaction. This positive relationship calls for looking into what makes this relationship positive? Communication or language used by leaders is the foremost tool that forms the basis of this relationship. Based on Motivational Language Theory, the novelty of current study is inclusion of a mediator i-e motivational language between leadership styles and employees' job satisfaction. Data was collected from private sector high schools and colleges in Punjab, Pakistan. Results revealed that leadership style is a predictor of job

satisfaction which is mediated by motivational language. This research contributes to the body of knowledge as the findings of the study will provide knowledge on importance of training for leaders, guide management to hire trained staff, helpful for higher education commission (HEC) Pakistan and help leaders to communicate effectively with employees for high satisfaction and better performance.

Key words: Autocratic leadership, Democratic leadership, Motivational language, Job satisfaction.

Introduction

John Smith former CEO of Marriot corporation emphasized employees' job satisfaction as an important variable for success of an organization (Girma, 2016). Leaders try to keep employees satisfied so as to reduce intention of employees to leave job (Khan & Qadir, 2016). Employee satisfaction is important because if employees are satisfied with their job, turnover intention and absenteeism decreases. Employees may be dissatisfied due to number of reasons i.e. stress, lack of communication to employer, no involvement in decision making and less opportunities of better place in organization. Different theorists found that different leadership styles are cause of employees' satisfaction about their job (Alonderiene & Majauskaite, 2016; Throne, 2005). If leaders have good communication skills they can communicate well with employees and employees show good performance and their satisfaction level will increase (Mayfield & Mayfield, 2016). Leaders communicate to employees in different ways, their communication may be verbal or they can communicate through their behavior or work. Effective communication is a cause of employees' job satisfaction (Gruneberg, 1979; Tran, 2017). Different studies have indicated the value of leaders communication skills to number of successful outcomes in an organization (Graen & Scandura, 1987; Robbins & Judge, 1993).

For decades leader's communication was considered as motivational tool for employees.

Communication is very essential element in an individual's daily life in general and work life in particular. Language is a tool for successful communication at any work place. (Gintautas, 2017). Conflict between leaders and employees in an organization is inescapable. Mostly this conflict is due to non-compatible relation of leaders and employees in view of work and communication. Leadership and communication is an important factor in all organizations. If leaders have effective communication skills they are able to make employees feel motivated and satisfied towards their work which ultimately results in employees better performance and high level of job satisfaction (Mayfield & Mayfield, 2016). Communication is a way to show leaders behavior (Holladay & Coombs, 1993). According to Holladay and Coombs communication builds the personality of a leader, communication creates a charm in leaders that inspires commitment in others. When leaders communicate to employees their messages

Motivational Language as Mediator between Leadership styles and Employees' Job Satisfaction

consists of both affective and cognitive meanings (Lord, Brown, Harvey, & Hall, 2001). Relationship between leaders and their communication with employees was cited by Pavitt (1999). Courage of employees increases when leaders effectively communicate (Pavitt, 1999; Terek, Glušac, Nikolic, Tasic, & Gligorovic, 2015). In literature it was stated that employees' who are more satisfied with job give more time to organization and tries to complete the assigned goals (Ramlall, 2004). This study emphasizes leader's effective communication style and its effect on employees' job satisfaction.

Based on motivational language theory and empirical evidence from literature the current study introduces a mediator variable i.e. motivational language between leadership styles and employees' job satisfaction. Therefore, the purpose of the current study is to find the relationship between leadership styles (autocratic leaders, democratic leaders) on employees' job satisfaction; mediated by motivational language.

Employee's satisfaction is due to effective communication (Gruneberg, 1979). Due to effective communication confidence level of employees increases and it also increases employees' satisfaction about job (Terek et al., 2015). Researchers clearly stated that leaders ways to communicate to employees' play an important role to keep employees' busy to their work, to do work according to demand of their leaders and also feel satisfied about their job (Goleman, 2000). This study is basically to check the effect of motivational language used by leaders on employees' job satisfaction. The need to study this relationship still arises because of increasing role of communication in organizational behavior literature (Luthans, Luthans, & Luthans, 2015).

Literature Review

The relationship between autocratic/democratic leadership styles and employees' job satisfaction (Myers, 2011) has been extensively studied in the existing literature. Employees' who are satisfied with their job give more time to organization and strive to complete the assigned goals (Lok & Crawford, 2004). Leadership has significant effect on employees' job satisfaction (Lok & Crawford, 2004; Voon, Lo, Ngui, & Ayob, 2011).

Job Satisfaction

Study about job satisfaction is a matter of great importance equally for people working in an organization or for researchers who study this topic (Johnsrud, 2000). Study about job satisfaction started in early 1930s. Worse relationship between employees and leaders have negative effects on employee's job satisfaction which causes the employees to leave the job (Korte, 1996). Satisfied employees feel relaxed mentally and physically, perform well and earn more (Taylor, 1970). Study about job satisfaction cannot be neglected because turnover intention, absenteeism and low performance is an alarming situation in private colleges due to low job satisfaction in Pakistan (Khan & Qadir, 2016). According to Scott Macdonald

“Job satisfaction is basically to measure the aspects of our job security, opportunity for advancement, appreciation, company policy and management practices, intrinsic aspects of a job, salary, and supervision, social aspects of job, working conditions, communication, benefits, and fair treatment” (Macdonald & MacIntyre, 1997; Mohamad, 2012).

Motivational language

A successful communication cannot be separated from communication tool that is language. According to Draft (1979) oral language is a basic way for communication (Berkenkotter & Huckin, 2016). Gronn’s ethnographic language analysis has revealed that how a head of a school is dominant in school through deliberate use of talk (Gronn, 1983). In defining the Multilanguage model there are three types of speeches or motivating language leaders must use while talking to employees (Mayfield & Mayfield, 2010; Sullivan, 1988).

First, Per-locutionary or Direction giving language is a type of language through which the boss reduces doubts, make work easier by assigning tasks, give direction towards goals, and give information about rewards for employee. It is a simple communication way to guide employees about specific task and way to achieve goal. Through direction giving language leader clarifies the way for employees to work and achieve that goal, so that employees perceive the specification of what to do.

Secondly, Illocutionary or empathetic language, leaders use this type of language when they want to show sympathy or humanity to employees. Empathetic talk occurs when leader wants to value the work of employees. Illocutionary language can also be compassionate showing the concerns of leaders to check the hardships faced by employees to complete the work (Miller, 2013).

Third, Locutionary or meaning making language is a type of language through which leader explains the social behavior of firm, firm values, and behaviors only relate to that specific organization. Meaning making languages may be symbolic or informal. By using elocutionary language leaders pass on messages by casual discussion or formal talk. The connection between Motivational language and leadership styles (Madlock, 2013, p. 21) provides a new area for research. Leaders will achieve the best results when all three forms of motivational language are used (Sullivan, 1988; Mayfield, Mayfield, & Kopf, 1998, p. 237). Sullivan & Mayfield (Mayfield & Mayfield, 2010,p.12) defined motivational languages as

“In defining the Multilanguage model there are three types of speeches or motivational language”

Direction giving language

Motivational Language as Mediator between Leadership styles and Employees' Job Satisfaction

Empathetic language

Meaning making language

Leadership Styles

Leadership is the fundamental element of every organization (Brannon, 2011). Leadership styles chosen by managers have impact on organizational values and goals/targets set by organization e.g. intention to quit by employees, reduce absenteeism, employee satisfaction and organizational success (Hill Jr, 2004),(Puni, Ofei, & Okoe, 2014).

Autocratic leadership provides strong belief that someone will or should achieve something, when he/she will achieve or how someone achieve this. Autocratic leaders make decision without involvement of others. This leadership style is best in situation where there is little time for waiting about discussions with employees, no time for group decision making or where leader have clear information about each and everything. This leadership style is bossy leadership style.

The democratic is a leadership style in which leader shares his or her influence with the group. Democratic leaders give permission to employees to participate in decision making process. Employees feel them engaged in work and try to be more creative and motivated to do work. This leads toward job satisfaction level by engaging employees in the work, this gives employees chance to improve their skills. This approach makes work slow because of participation but at the end result is better. Autocratic and democratic leadership's are defined by Simon Oates as follows:

“Autocratic leader has great concern about his position. He shows little trust in his employees. Autocratic leader only gives instructions to employees, no questions and explanations are allowed.” (Oates, 2009, p 5).

“Democratic leadership style shows leaders and employees' relationship. Leaders and employees shares decision making”(Oates, 2009, p.7).

Hypotheses Development

Based on literature review and gaps identified in literature we attempt to hypothesize the following relationships:

Leadership and job satisfaction

Different researchers stated that leadership is a significant predictor of employees' job satisfaction and it plays an imperative role in satisfaction of employees' about their job. Number of studies conducted in different countries showed positive correlation between leadership and employees' job satisfaction (Berson & Linton, 2005; Chiok Foong Loke, 2001; Dunham-Taylor, 2000; Hespanhol, Pereira, & Pinto, 1999; Lowe, Kroeck, &

Sivasubramaniam, 1996; Martin & Fitzwater, 1990; Mosadeghrad, 2003; Stordeur, Vandenberghe, & D'hoore, 2000; Utriainen & Kyngäs, 2009; Vance & Larson, 2002).

In literature the direct relationship of leadership styles (autocratic, democratic) with the employee job satisfaction (Hamidifar, 2010) has been established in a number of available studies. Style of the leadership is designed according to firm and the requirement of the goal to accomplish. If leader clearly identifies the goals of firm and discusses it with the subordinates then they perform well, feel satisfaction with the job and organizational performance would increase.

Different researchers studied the relationship between autocratic leadership and different organizational outcomes which showed that autocratic leadership positively related to employees' job satisfaction (Bamford, Wong, & Laschinger, 2013). McGregor (1960) portray the autocratic leadership in theory X, as autocratic leader has all the powers and he has the authority to decide rewards and punishment for employees.

Empirically, researchers stated that autocratic leadership positively related to job satisfaction (Bamford et al., 2013). Another study stated that autocratic leadership has significant an positive relation to job performance, leads toward job satisfaction of employees (Inderyas, Khattak, Raza, Hassan, & Mohammad, 2015).

Theoretically, concern for democratic leaders is people, they involve them in decision making and daily routine work because when leaders make employees the part of decision making they feel excited and satisfied about their job (Choi, 2011). Democratic style creates motivation in employees, they perform good and feel satisfied about the job (McGregor, 1960). Moreover, according to McGregor theory Y, this leadership style creates motivation in employees; they perform well and feel satisfied about their job (McGregor, 1960). McGregor (1960) portray the autocratic leadership in theory X, as autocratic leader has all the powers. He has authority to decide rewards and punishment for employees. Autocratic leaders keep employees separate from decision making and open discussion, so employees feel uneasy or reluctant about job.

Therefore, based on empirical and theoretical evidence we hypothesize (Fig1) that:

H1. Autocratic Leadership will be positively related to employees' job satisfaction.

H2. Democratic leadership will be positively related to employees' job satisfaction.

Leadership Styles, Motivational Languages and Employee Job Satisfaction

Motivational languages theory (MLT) explains that leaders' way of communication to employees may be used as a way to motivate employees during the use of languages i.e.

Motivational Language as Mediator between Leadership styles and Employees' Job Satisfaction

direction giving language, empathetic language and meaning making language. By using motivating language leaders clearly communicate to employees, motivate them, their productivity and level of satisfaction increases (Mayfield & Mayfield, 2010). Literature on motivational languages clearly described that use of motivational language in a firm should effect the employee job satisfaction and organizational outcome Mayfield & Mayfield, 2010). Sullivan (1988) theorized that intrinsic motivational language factors could be perfectly occupied through the measurement of three observable factors that are direction giving, meaning making and empathetic languages (Sullivan, 1988).

According to Madlock (2012) there is a relationship between communication and employee job satisfaction (Madlock, 2012). Different studies also found significantly positive relation between leadership style and employee job satisfaction (Madlock, 2008). Motivational language has positive relationship with employee job satisfaction (Mayfield & Mayfield, 2002). This implies that job satisfaction is somehow dependent upon motivational language.

McGregor Theory X

McGregor (1960) portray the autocratic leader as the Theory X supervisor and has given similar set of theoretical assumptions as Taylor explained in scientific management, and represented autocratic leadership style system as recreant system where leader have all powers, he has authority come from the top to bottom where he decides intimidations and punishments for employees, and where verbal communication is not necessary and group-work is not required (Cole, 2004).

McGregor Theory Y

McGregor (1960) described the democratic leadership style to the theory Y manager. These managers communicate with the employees to increase the output, gratification, participation and dedication (Choi, 2007). In democratic leadership style the philosophy supporting the concept is that leader believes all people are honest, self-starter, self-reliant and always work hard to achieve the goals of company (Warrick, 1981).

H3. Autocratic leadership will be positively related to motivational language

H4. Democratic leadership will be positively related to motivational language

H5. Motivational language will be positively related to employees' job satisfaction

Relationship between leadership styles and job satisfaction mediated by motivational language

Motivational language theory (MLT), figures out the effect of leaders' verbal communication on employees satisfaction (Mayfield, et al.,1998) . Motivational language theory (MLT) proposed that motivational language directly affects organizational outcomes (Mayfield &

Mayfield, 2009). Empirically, employees' job satisfaction is the most desired outcome in the existing literature. These three types of speeches are:

Elocutionary language is a direction giving language, Perlocutionary or meaning-making communication, Illocutionary language or Empathetic language (Mayfield & Mayfield, 2009).

MLT has several presumptions: 1- Three types of communication shows verbal expressions that should be part of leader's verbal communication. 2- employees outcomes, their performance, their satisfaction is strongly affected by leaders behavior (sullivan, 1998). 3- Leaders will dominate if their language and behavior is good with employees. 4- Leaders should make combined use of directive, illocutionary and meaning making languages to have strong impact on employees.

Current study explores the relationship of leaders with employee's job satisfaction mediated by motivational language. Autocratic leadership is explained through theory X according to which employees need push to work; they need some directions to do their work. In contrast, theory Y explains democratic leadership, according to this theory employees need encouragement from their employers, from leaders to perform work well and to be satisfied about the job. MLT (Motivational Language Theory) overall explains the use of language and communication styles of leaders to their employees e.g. motivational language. Motivational Language Theory (Sullivan, 1988) anticipated that leader's verbal communication can directly have a positive effect on critical employee outcomes which are linked with motivation, such as job satisfaction.

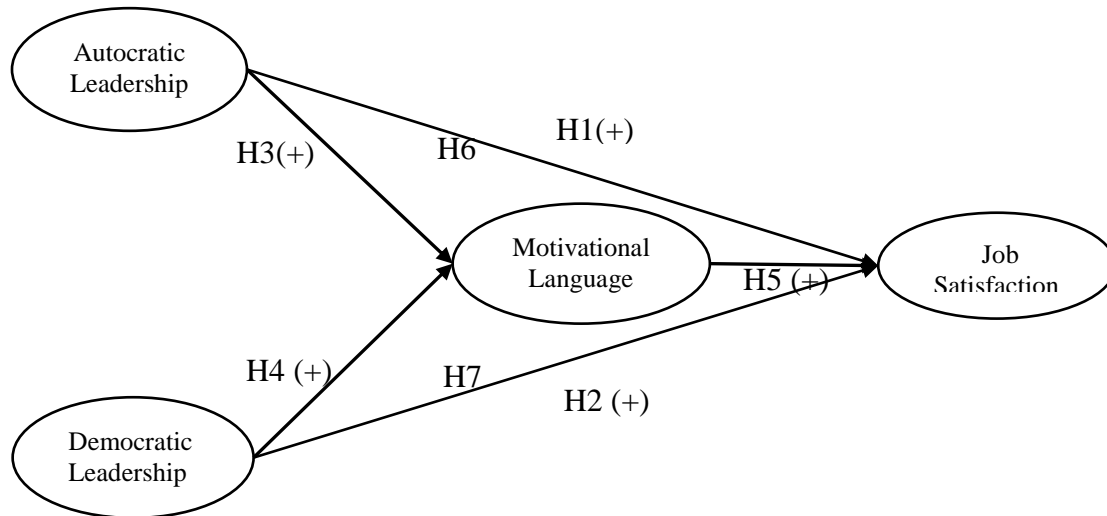
MLT has four statements (Sullivan, 1988). First, communication between leaders and employees can be explained in three ways that is direction giving language, empathetic language and meaning making language. Second, motivating language is a convincing language because it is the backbone of communication between leaders and employees. Third, by this employees easily understand what leaders want to convey them. Fourth and last is leaders should use all three type of languages (directive, empathetic, meaning making) to build trust and loyalty of employees.

H6. Motivational language will mediate the relationship between autocratic leadership and employees' job satisfaction

H7. Motivational language will mediate the relationship between democratic leadership and employees' job satisfaction.

Fig 1: Relationship between leadership styles and job satisfaction; mediated by motivational language

Motivational Language as Mediator between Leadership styles and Employees' Job Satisfaction



Methodology

Procedures and Sample

Research population in the current study is leaders and employees at private high schools and colleges of Gujranwala, Pakistan. Gujranwala is the biggest district of Pakistan and is thickly populated. The number of private schools and colleges are selected because of two reasons. First, the number of students enrolled is quite high; second, the number of schools and colleges is very high. Private sector is selected over public sector for data collection because private sector is continuously striving for better educational achievements and people prefer to send their children to private schools and colleges due to the standard of education they provide. Since no accurate number of registered schools and colleges is available non-probability sampling is employed (Hair, et al.,2010). Convenience sampling technique is used so that all categories of school/college teachers and principals were represented. This sampling method is used when the researcher select the sample for research based on ease and proximity to researcher. The statistical sample is easy to contact and to reach for researcher so researcher feels convenient during research. The data collection has been done for couple of months based upon cross sectional method. Study is based on 397 participants from a sample of 410. Sample size has been decided as $41 \times 10 = 410$ according to 1:10 (Hair, et al.,2010). Out of 397 participants 64% ($n = 254$) participants were between the ages 18-22 years. Participants between ages 23-27 years were 23.7% ($n = 94$). Participants between ages 28-32 were 8.3 % ($n = 33$). Participants between ages 33-37 were 3.8% ($n = 15$). Participants between ages 38-42 were 0.3% ($n = 1$) as shown in Table 1.

Table 1

Demographics

Demographics					
Age	18-22	23-27	28-32	33-37	38-42
	254	94	33	15	1

Measures

Scale by Simon Oates (2010) is used to measure autocratic and democratic leadership styles i-e 4-items for autocratic style 4-items for democratic style with 5-point Likert scale ranging from 5 = strongly disagree to 1 = strongly agree. The reliability score for autocratic leadership style is 0.83(Oates, 2009) and for democratic leadership style is 0.87 (Oates, 2009). Sample items for example include; my owner makes decisions without consulting others due to time pressures upon the tasks at hand, people have learnt to not question his judgment, as he rarely back down when he is truly passionate about something, She/he receives employee approval before making any changes to their work conditions, even just for a day.

Scale used for motivational languages is developed by Sullivan and Mayfield (1988, 2009) is used to measure the motivational languages. 10 items scale for direction giving languages.6 items scale empathetic language and 8 items scale for meaning making language. We check it through 5 point Likert scale ranging from 5 = a whole lot to 1 = very later. The reliability score for motivational languages is 0.96 (sharbrough, Simmons, & Cantrill, 2006). Sample items include; He/she helps me in helpful directions on how to do my job, He/she offers me helpful advice how to improve my work, He/she encourages me for my work efforts.

Scale used for job satisfaction consists of 10 items scales by Scott Macdonald and Peter MacIntyre (2012). Reliability score for the scale is 0.77 (Macdonald & MacIntyre, 1997; Mohamad, 2012). We check it through 5 point Likert scale. Ranging from 1 = strongly disagree to 5 = strongly agree. Sample items are; I feel secured about my job, I feel good about my job, All my talents and skills are used at work.

Results

Autocratic leadership and job satisfaction

In current study according to hypothesis 1 the path coefficient is statistically significant for the relationship between autocratic leadership and employees' job satisfaction ($\beta = 0.265$,

Motivational Language as Mediator between Leadership styles and Employees' Job Satisfaction

$p < .05$). So the hypothesis 1 i.e. autocratic leadership is positively related to employees' job satisfaction is supported (table 2).

Autocratic leadership and motivational languages

Path coefficient is statistically significant for the relationship between autocratic leadership and motivational languages ($\beta = 0.275$, $p < .05$). So the hypothesis 3 i.e. autocratic leadership is positively related to motivational languages is supported (table 2).

Democratic Leadership and employees job satisfaction

Path coefficient is statistically significant for the relationship between democratic leadership and employees' job satisfaction ($\beta = 0.221$, $p < .05$). So the hypothesis 2 i.e. democratic leadership is positively related to employees' job satisfaction is supported (table 2).

Democratic leadership and motivational language

The path coefficient value for the relationship between democratic leadership and motivational languages is $\beta = 0.060$ and $p > 0.05$. So the hypothesis 4 i.e. democratic leadership is positively related motivational language is not supported (table2).

Table 2

Hypotheses Results

Sr. No	Hypotheses	Relationship	β^*	SE*	t-Value	p-values	Decision
1	H1	AL → JS	0.26	0.06	4.71	0.00	Supported
2	H2	DL → JS	0.22	0.05	4.34	0.00	Supported
3	H3	AL → ML	0.27	0.05	5.34	0.00	Supported
4	H4	DL → ML	0.06	0.05	1.75	0.22	Not Supported
5	H5	ML → JS	0.26	0.05	5.32	0.00	Supported

Motivational language and job satisfaction

The path coefficient value for the relationship between motivational languages and job satisfaction is $\beta = 0.267$ and $p < 0.05$. So the hypothesis 5 i.e. motivational language is positively related to job satisfaction is supported (table 2).

Motivational Language mediate the relationship between Autocratic Leadership and Job Satisfaction

Hypothesis 6 stated that motivational languages will mediate between autocratic leadership and job satisfaction. The path coefficients for autocratic leadership and job satisfaction, autocratic leadership and motivational languages and between motivational languages and job satisfaction are established statistically significant. So proves that there is a proof of mediation (table 3).

Table 3

Hypotheses Results

Sr. No.	Hypotheses	Relationship	β^*	SE*	t-value	p-value	Decision
1	H6	AL → ML → JS	0.21	0.03	4.872	0.00	supported
2	H7	DL → ML → JS	0.25	0.03	4.729	0.238	Not Supported

By using Preacher and Hayes (2008) run the bootstrapping procedure to test the statistical significant of indirect effect (Preacher & Hayes, 2008). Result revealed that confidence interval for indirect interval was .0413 to 0.1216 at the 95% confidence level for lower and upper limits. This proves that mediated effect is statistically significant for study so hypothesis 6 is supported.

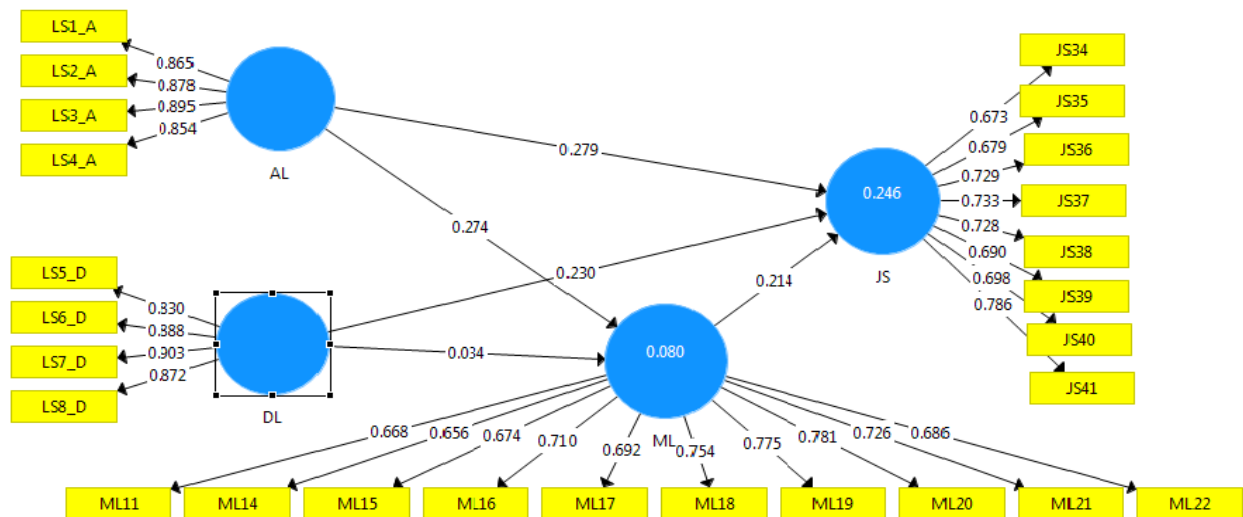
Motivational Languages mediate the relationship between democratic Leadership and Job Satisfaction

Hypothesis 7 stated that motivational languages will mediate the relationship between democratic leadership and job satisfaction. The path coefficient for democratic leadership and job satisfaction is statistically significant, democratic leadership and motivational language is not significant and between motivational languages and job satisfaction is established as statistically significant. So there are chances of mediation (Table 3).

By using Preacher and Hayes (2008) run the bootstrapping procedure to test the statistical significance of indirect effect. Result revealed that confidence interval for indirect interval was .0098 to 0.593 at the 95% confidence level for lower and upper limits. When confidence interval includes 0 the indirect effect is not significant. This proves that mediated effect is statistically not significant for study so hypothesis 7 is not supported.

Fig 2. Full Estimation Model

Motivational Language as Mediator between Leadership styles and Employees' Job Satisfaction



Discussion

Autocratic leadership and job satisfaction

Theoretically, autocratic leaders keep employees separated from decision making. McGregor in theory X of leadership describe autocratic leader as the one with all the powers; he decides rewards and punishment for employees. Empirically some researchers also stated that autocratic leadership positively related to job satisfaction (Bamford et al., 2013). Another study stated that autocratic leadership has significant and positive relation with job performance, leads toward job satisfaction of employees (Inderyas et al., 2015).

The findings of the current study supports a significant and positive relationship between autocratic leadership and employees' job satisfaction ($r = 0.335, p < 0.05$). Statistically it is proved that autocratic leadership and job satisfaction has significant and positive relationship in the context of current study. The results indicated that in the present study context when leaders adopted autocratic leadership style employees feel satisfied about job. Autocratic leaders have power to push employees to do work and accomplished task. As a result employees do well and feel satisfied about job. As Autocratic leadership is explained through theory X according to which employees need push to work; they need some directions to do their work.

Democratic Leadership and Job Satisfaction

Theoretically, democratic leaders involve employees in decision making process. According to McGregor theory Y, this leadership style creates motivation in employees mostly because of autonomy given by leaders so they perform good and feel satisfied about the job (McGregor, 1960). Theory Y is for democratic leadership according to this theory employees

need encouragement from their employers and leaders to perform work well and be satisfied about the job. Empirically, different studies stated that democratic leadership leads towards employees job satisfaction (Al-Ababneh, 2013). Main concern for democratic leaders is people, they involve them in decision making and daily routine work, because when leaders make employees the part of decision making they feel excited and satisfied about their job (Choi, 2007).

In the current study researcher stated that democratic leadership has significant and positive relation with employees' job satisfaction, statistically it is proved and hypothesis is accepted ($r = 0.28$, $p < 0.05$). The results indicate that in the present study context when leaders adopted democratic leadership employees feel more satisfied with job because leader invites and involves the employees of organizations in decision making process.

Autocratic leadership and Motivational Language

Language is important for a leader to communicate with employees. According to Mayfield (2016) language is an important thing for leaders to control the employees. Motivational Language theory (MLT) stated that leaders should give directions, detailed information about work. Motivational language used by leader's affect the employees in different ways.

Language may be direction giving, meaning making or empathetic it depends on the style which leader chooses to adopt (Mayfield 1995). Madlock stated the significant positive relation between leadership style and employees job satisfaction (Madlock, 2008). So in current study the hypothesis has shown same result, it supported that autocratic leadership has significant and positive relation with employees' job satisfaction $p < 0.05$.

Democratic Leadership and Motivational Language

According to Mayfield (2016) language is an important tool for leaders to control and motivate the employees. Motivational Language theory (MLT) stated that leaders should give directions and detailed information about work. Democratic leadership has significant positive relation with motivational language. This hypothesis is statistically not supported in the current study. In order to find the reason the researchers personally met the private school teachers and principals. They communicate to researchers that teachers in private schools and colleges are not trained enough to understand and discuss their work related issues with leaders. Some are freshly graduates and masters and they do not have any professional degrees for teaching. Even leaders are not qualified and trained enough about communication with teachers. Another reason is organizational culture provides view that set values for employees to behave in an organization which is condition for leaders' behavior (Schein, 2010). May be teachers want to participate in decision making (democratic leadership style) and leaders are dealing with the employees in autocratic leadership style.

Motivational Language and Job Satisfaction

Use of motivational language in a firm has affected the employee job satisfaction and organizational outcome (Sullivan, 1988). Different studies proved significant positive relation between leadership style and employees job satisfaction (Madlock, 2008). Motivational language has positive relationship with employee job satisfaction was supported in the research by Mayfield (Mayfield & Mayfield, 2010). Current study also proved that motivational language has significant positive relationship with employees' job satisfaction $p < 0.05$.

The results indicate that in the present study context motivational language leads employees towards job satisfaction. When leaders use motivational language (Empathic, meaning making, direction giving) employees understand well, perform well and feel satisfied about job.

Autocratic leadership and Job satisfaction; mediated by motivational Language

According to (Fiedler, 1996) a leader's effectiveness is greater part of employee job satisfaction. Direct relation of leadership styles was studied (autocratic, democratic) with the employee job satisfaction (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012; Hamidifar, 2010). Current study stated the relationship of autocratic leadership with job satisfaction; mediated by motivational language. Statistically it is also supported.

Democratic leadership and Job satisfaction; mediated by motivational Language

According to (Fiedler, 1996) a leader's effectiveness is greater part of employee job satisfaction. Direct relation of leadership styles was studied (autocratic, democratic) with the employee job satisfaction (Bhatti et al., 2012; Hamidifar, 2010). Current study stated the relationship of democratic leadership with job satisfaction; mediated by motivational language. Statistically the relationship is not supported $p > 0.05$.

The reason contemplated by researcher may be of organizational culture. Organizational culture provides view that set values for employees to behave in an organization which is the condition that decides leaders' behavior (Schein, 2010). The type of leadership style chosen in an organization totally depends on culture of an organization (Al-Omari, Qablan, & Khasawneh, 2008b). In private schools of Pakistan there is push culture by leaders to handle employees. Leaders have autocratic behavior. They direct employees to do their work.

Moreover, the teaching faculty is mostly not trained and they need guidance from their supervisors, which is why supervisors have to adopt autocratic style.

Limitations and Future Directions

This study has some limitations. First, this study is cross sectional but longitudinal study may be performed in future. As in longitudinal study data is collected at different points in time in order to examine the pattern of change over certain period of time. Second, this study is conducted in private schools and colleges, whereas, this study may be extended to certain other areas such as hotel management and banking sector to analyze the relationship between leaders and job satisfaction. Third, data was collected from a single city of Pakistan, future study may be conducted by collecting data from major cities. Fourth, data was collected from one country, the study may also be conducted in other countries having different culture. Last, future research may also be performed by taking some other constructs for mediation, for instance, job engagement, and other leadership styles.

Practical Implications and Conclusion

This research contributes to the body of knowledge practically and theoretically. Practically, the findings of the study will provide knowledge on importance of training for leaders in future. The study will also help school leaders on how to communicate with employees for higher job satisfaction among faculty in schools/colleges. This study may also be helpful for Higher Education Commission (HEC) Pakistan to help the researchers to start new research for increased level of satisfaction for faculty members because faculty members play an important role in the success of education institutions. Increased job satisfaction and employee retention will help colleges and universities to achieve ample faculty allocations. It may help guiding management of private schools and colleges to hire trained teachers in Pakistan. The knowledge of consistent feedback by leaders may help teachers for better satisfaction and performance. This study may be implied as leader communication assessment.

Theoretically, motivational language theory states that MLT is used as a frame work of three dimensions of language which leaders use to communicate with employees to make them feel satisfied about their job and perform well. Motivational language scale by Mayfield and Sullivan used in study may be used as a powerful tool to analyze leaders' communication skills. Organizations can arrange training programs for leaders to achieve desired outcome level after measuring the leaders' language skills.

The study concludes that there is a statistically significant relationship between autocratic leadership and employees' job satisfaction when mediated by motivational language. Unique contribution of autocratic leadership and motivational language account more variance in employees' job satisfaction than democratic leadership. Organizational culture provides view

that set values for employees to behave in an organization which is condition for leaders' behavior (Schein, 2010). Leadership style in an organization totally depends on culture of an organization (Al-Omari, Qablan, & Khasawneh, 2008a). The researchers therefore, recommend the organizations especially private schools and colleges should consider adopting autocratic leadership style, as this leadership style associated with employees' job satisfaction in the current context. In conclusion, the research will help managers to contribute in the well-being of different educational organizations in Pakistan.

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Governance and Management Review (GMR)

Vol.3, No. 2, July-Dec 2018

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