



**The Effect of Leadership Styles on Employee Motivation:  
The Case of Belayab Cables Manufacturing PLC.**

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A PROJECT THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS LEADERSHIP,  
COLLEGE OF BUSINESS AND ECONOMICS, ADDIS ABABA UNIVERSITY IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR MASTER OF BUSINESS  
LEADERSHIP

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July 2023  
Addis Ababa, Ethiopia

## STATEMENT OF DECLARATION

I, the undersigned, declare that the thesis I am submitting is my own original work. I have not previously submitted this thesis, in whole or in part, to any university for a degree.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**ADDIS ABABA UNIVERSITY, SCHOOL OF COMMERCE  
COLLEGE OF BUSINESS AND ECONOMICS  
POSTGRADUATE PROGRAM**

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## **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude to God for His blessings and support throughout my life. I would also like to thank the Department of Business Leadership at AAU Commerce and my advisor, Assistant Professor Fesseha Afework, for giving me the opportunity to work on this project. This project has allowed me to conduct in-depth research on leadership and motivation, and to learn about new strategies that I can use in my own life.

I would also like to thank Belayab Cables Manufacturing PLC and its employees for their cooperation and support. The employees took the time to fill out my questionnaires, which helped me to collect the data I needed to complete my project. Their cooperation was essential in ensuring that I was able to complete this project within the limited time frame.

## **ABSTRACT**

*This study looks into the leadership styles' effects on the employees' motivation at Belayab Cables Manufacturing PLC. The main objective of this study is to assess the existing leadership styles and their relationship with employees' motivation in Belayab Cables Manufacturing PLC. The researcher used a quantitative research design to study the relationship and effects of leadership styles on employee motivation at Belayab Cables Manufacturing PLC. The researcher gathered data from both primary and secondary sources. Primary data was gathered from employees of Belayab Cables by distributing questionnaires. Secondary data was gathered from literature, articles, and previous research on similar topics. The researcher used SPSS Version 20 software to analyze the data. The analysis used descriptive terms and inferential statistics. The results showed that transformational leadership styles dominate Belayab Cables Manufacturing PLC and the relationship between transformational leadership styles and employee motivation is positive and statistically significant. Moreover, transactional and blue ocean leadership styles are also positively related to employee motivation. On the other hand, laissez-faire leadership style has a negative effect on employees' motivation. The researcher suggests augmentation leadership to be implemented in the organization. Transformational and blue ocean leadership styles in top management, administrative and office support roles based on the findings. Middle management levels should use transactional leadership style.*

**Keywords:** *Employees Motivation, transformational leadership, transactional leadership and laissez-faire leadership, Blue ocean leadership.*

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the study

Throughout history, the term "leadership" has been used in various contexts, including history, military, politics, and religion. According to anthropological evidence, all human societies have some form of leadership (Boehm, et al., 2008). In an organization, leadership and styles play a crucial role in achieving objectives. Inspiring and motivating others towards a shared goal is considered an art of leadership (Buchanan, 2019). It is also seen as a way to bring the best in individuals and the team. Contemporary leadership philosophies have evolved over time with some inherited traits from the past. Effective leadership style can effectively lead to change and drive transformation (Arham, 2022).

A leader's position and leadership style are critical for the success of an organization. Different leadership styles suit different personnel depending on the number of directives, level of empowerment, and decision-making authority (Iqbal, 2015). Employee motivation is a crucial component for organizational success (Goldberg, 2020) characterizes it as the level of energy, commitment, and creativity that employees bring to their job. Leaders need to understand the connection and interdependence between good leadership and effective employee motivation for organizational success. Encouraging employee motivation varies depending on individual beliefs and personal attributes. To drive transformation and achieve success, leaders need to understand different motivation types and what forms of motivation employees need (Arham, 2022).

One of the primary forces behind organisational success in the present and the future is thought to be leadership. Therefore, in the current environment, a leader's position and leadership style are crucial for organisational effectiveness.

An inherent and internal urge to exert the necessary effort and take the essential actions for work-related activities is a method for motivating employees. It has been widely characterised as the inner drive that directs an individual's behaviour inside an organisation, as well as an individual's amount of effort and perseverance. Another definition of "motivation" is the readiness to exert effort in order to obtain a goal or reward. Many academics have defined leadership at various times throughout history.

Employee satisfaction as well as organisational success are both influenced by leadership and motivation. Because of this, it is crucial for all businesses to understand the connection and interdependence between good leadership and effective employee motivation. Most of the time, leaders have great challenges in inspiring their teams to produce remarkable achievements that will support the success of the company.

## **1.2 Background of the organization**

Belayab Cable Manufacturing PLC is a cable manufacturer in the Oromia region of Adama Town on 50,000 square metres of leasing land. Its starting capital was around Birr 86.6 million, and it is currently over 153 million Birr. The plant has been manufacturing and supplying variety of copper and Aluminium Cables and wires for private and government organizations.

Belayab Cables manufacturing PLC offers one of the most complete lines of power cable, control cables and data cables from copper and aluminium cabling system solutions with over hundreds of different cabling system products.

The company operates its production works at Factory adama with 201 staffs and for its supportive works at Head office Addis Ababa with 61 staffs.

## **1.3 Statement of the problem**

Belayab Cable Manufacturing is a company that manufactures cables. The researcher studied how Belayab motivates its employees using the current dominant leadership styles.

(Rivai, 2009) Leadership is the process of influencing others to achieve a goal. Previous studies in related areas have focused on discussing motivation of employees' and leadership styles separately. However, this study examines the link between the two variables, setting employee motivation as the dependent variable and leadership styles as the independent variable.

The researcher found that there are 250 white-collar employees in Belayab Cable Manufacturing and there has been no significant staff turnover (3% yearly turn-over rate) since the company was established. This is in contrast to other companies in the sector, which have high turnover rates. The researcher believes that the leadership style at Belayab Cable Manufacturing could be a key

factor in why the company has low turnover. With this regard, the researcher specifically aims to study the effect of these leadership styles on company's staff motivation. In addition, the researcher has also observed that recent types of leadership styles have not been studied enough in previous similar studies like Blue ocean leadership style that emanates from Blue ocean. But, in this study the researcher studied in collaboration with other leadership styles.

Therefore, the purpose of this study is to investigate the effect of leadership styles on employee motivation at Belayab Cable Manufacturing. The researcher will examine the four main leadership styles: transformational leadership, transactional leadership, laissez-faire leadership, and blue ocean leadership.

The researcher hopes that this study will help leaders to understand the importance of employee motivation and how to use leadership styles to motivate employees.

## **1.4 Research Questions**

- 2 What type of leadership style dominated at Belayab Cables?
- 3 How does employees of Belayab Cables are motivated?
- 4 What is the effect of leadership style on employee motivation of Belayab Cables?

## **1.5 Research Objectives**

This segment of the research provides the goals of the study. Both the general and specific objectives are explained as follow:

### **1.5.1 General objective**

The general objective of the study is to assess the current leadership styles in Belayab Cables and their relation with employees' motivation.

### 1.5.2 Specific objective

1. To assess and identify the dominant leadership style in the company.
2. To identify how employees, perceive the relationship between motivation and leadership style.
3. To assess the effect of leadership styles (transformational leadership, transactional leadership, laissez-faire, and blue ocean leadership styles) on employee motivation.

### 1.6 Definition of terms

**Motivation** - refers to internal forces that influence a person's voluntary behavior's direction, intensity, and persistence. (Gillow, 2015)

**Transformational leadership** -offers followers a purpose beyond achieving short term goals and focus on the basic needs of their followers and change. (Kidney, 2015)

**Transactional leadership** - place emphasis on resource exchange and provide followers with something they want in exchange for something they want. (Weber., 1947)

**Laissez-faire leadership**- is a type of leadership style in which leaders are hands-off and allows group members to make the decisions also known as delegation leadership. (Weber., 1947)

**Blue Ocean leadership**- is a type of leadership style that focuses what acts and activities leaders need to undertake to boost their teams' motivation and business results the people working within, with the idea that if focused on satisfying employees, this will in turn create more sales. (Kim, 2014).

## 1.7 Significance of the study

The following bodies can benefit from this research:-

1. **Academic Purpose:** - This study will be of value to university students, academics, scholars, and business planners who are interested in the effect of leadership style on employee motivation. The study can be used as a reference for future research on this topic.
2. **To Business Partners:** - This study will also be of value to business partners, such as investors, insurance companies, and banks. The study will provide them with a better understanding of the elements that drive employee motivation. This information can be used to make better decisions about how to invest in and support businesses.
3. **Belayab Cables:-** The findings of this study will be of particular value to the management and owners of Belayab Cables. The study will compare and contrast current leadership styles with employee motivation, identifying any fundamental gaps in leadership style. This information can be used to improve the leadership style at Belayab Cables and to motivate employees more effectively.

## 1.8 Scope of the study

This research focuses on studying the relationship between leadership style and employee motivation. Four leadership styles that are transformational, transactional, laissez faire and blue ocean styles will be considered in relation with employee motivation. The study focuses only on Belayab Cables which will be restricted to the permanent full-time white-collar employees working in both Addis Ababa and Adama office. The study is descriptive and explanatory in nature which makes use of closed-ended questionnaires for the quantitative analysis.

## **1.9 Limitations of the Study**

The primary data used in this study is from the distributed questionnaires and due to limited time and unavailability of the leadership team, interview session has not been held. In addition, respondents occasionally inclined to agree with the statement of the questionnaire, which is known as acquiescence bias. This is due to the form of the questionnaire, which is one that uses a Likert scale.

## **1.10 Organization of the Paper**

This paper is organized into five chapters. The first chapter is an introduction that includes the background of the study, problem statement, the objective of the study, research questions, significance of the study, and scope of the study. The second chapter is a review of related works of literature which consists of theoretical background and important findings from different pieces of literature. The third chapter involves methodologies that will be applied in the study. Chapter four presents the result of the study and discusses the findings. Then, chapter five concludes based on the findings of the study and recommendations are given based on the result findings.

## **CHAPTER TWO: LITERATURE REVIEW**

### **INTRODUCTION**

The literature review in this study is a comprehensive overview of the existing research on leadership styles and employee motivation. The review includes a discussion of the major concepts and research problems related to this topic, as well as a summary of the findings of previous studies. The purpose of the literature review is to answer the research questions of this study and to contribute to the knowledge base on the use of leadership styles to motivate employees.

### **2.1 Theoretical Literature Review**

#### **2.1.1 The Concept of Leadership**

Leadership has been defined in various ways by different scholars. According to (Ahmad A. , 2018), it is the process of guiding a team of subordinates towards achieving a common goal. On the other hand, (Khan, 2016) views leadership as one of the most observed phenomena, though least understood, and highlights that it involves having clear objectives, being task-oriented, and playing a crucial role in relationships with other leaders, followers, and circumstances.

Similarly, (Lynch, 2016) believes that leadership involves directing and planning specific tasks for group members, while also influencing and organizing them to achieve a shared objective. He adds that leadership involves utilizing resources to enthuse, engage, and satisfy followers' needs.

(Ebrahm, 2018) conceptualized leadership from a personality perspective and argued that it is a blend of distinct features or attributes that an individual possesses, enabling them to persuade others to complete duties. From an organizational perspective, (Sriphon, 2021) believes that leadership is a technique for motivating and persuading others to work hard for the benefit of the organization, while (Upinder, 2001) characterizes leadership as the capacity of a person to impact the conduct of a gathering to accomplish organizational objectives.

(Khan, 2016) highlights the three factors that determine the type of leadership style: the leader's traits, the subordinates' attributes, and the organizational environment. This environment includes hierarchical workplaces, authority structures, and workforce management, which provide instances of several leadership philosophies, including authoritarian, bureaucratic, appealing, law-based, free-market, situational, transactional, and transformational leadership. However, there is no perfect leadership style for every situation, and different situations demand different leadership styles. Leaders need to know when to use which approach because a leader may have the information and talents to respond effectively in one situation but not in another.

## **2.1.2 Theories of Leadership Style**

Over time, many philosophers have shared their ideas about the best leadership philosophies for organizations and how these philosophies should be applied. Their contributions have helped to develop and refine leadership philosophy, and have increased interest in the topic. Several theories have emerged and gained traction due to their prevailing assumptions and explanations. However, these theories have been disproven and replaced by new ones as they have become insufficient. In this article, we will discuss the most important leadership style theories..

### **2.1.2.1 Great Men Theory**

In the late 19th and early 20th centuries, scholars and researchers began to study leadership by focusing on great leaders throughout history, such as Moses, Jesus, Muhammad, Abraham Lincoln, and Winston Churchill. According to the Great Man theory, great leaders are born with extraordinary abilities that enable them to accomplish great things. These leaders are heroes who use their personal charisma, brilliance, wisdom, or political acumen to change the world. (Aboshaiqah, 2015).

### **2.1.2.2 Behavioural Theory**

Behavioral theory of leadership suggests that leaders are made, not born. This theory focuses on the behaviors of leaders, rather than their personality traits. It identifies two main types of leadership styles: Theory X and Theory Y.

- Theory X assumes that people are naturally lazy and dislike work. They need to be coerced and controlled in order to achieve goals. Leaders with this style tend to be authoritarian and directive.
- Theory Y assumes that people are naturally motivated and self-directed. They are willing to take responsibility and work towards goals if they are given the opportunity. Leaders with this style tend to be participative and democratic.

### **2.1.2.3 Situational Theory**

Contingency theory was a popular leadership theory in the 1960s and 1970s, but it failed to produce consistent results. This led to the development of situational theory, which is a more flexible and adaptable approach to leadership. (Hersey, 1993) Situational theory is based on the idea that the best leadership style depends on the situation. The situation is defined by two factors: the maturity of the followers and the task at hand.

The maturity of the followers refers to their ability to perform the task at hand. If the followers are not mature, they will need more direction and support from the leader. If the followers are mature, they will be able to work independently and make their own decisions. The task at hand refers to the difficulty of the task and the amount of structure it requires. If the task is simple and straightforward, the leader can use a more directive style. If the task is complex or ambiguous, the leader will need to use a more participative style.

The Hersey/Blanchard model is a popular model of situational leadership. This model identifies four leadership styles: telling, selling, participating, and delegating. The appropriate style depends on the maturity of the followers and the task at hand. For example, if the followers are not mature and the task is simple, the leader should use a telling style. This means that the leader should give clear instructions and closely supervise the followers. If the followers are mature and the task is complex, the leader should use a delegating style. This means that the leader should give the followers the freedom to make their own decisions.

Situational theory is a valuable tool for leaders because it provides a framework for adapting their style to the situation. This can help leaders to be more effective and to get the best out of their

followers.

### **2.1.3. Leadership Styles**

According to (Bass, 1997), leadership is a complex concept with no single, universally agreed-upon definition. Some people define leadership as an act of influence, while others view it as a process or as a set of personality traits (Lussier, 2001). (Alghazo, 2016) (Bass, 1997), There are many different leadership styles, including authoritarian, paternalistic, democratic, laissez-faire, transformational, and transactional.

Based on (Bass, 1997) For the purposes of this study, we will focus on the transactional, transformational, laissez-faire, and blue ocean leadership styles.

- Transactional leadership is a style of leadership that focuses on exchanging rewards for desired behaviors. Leaders who use this style typically set clear expectations and provide feedback, and they may use rewards or punishments to motivate their followers.
- Transformational leadership is a style of leadership that focuses on inspiring and motivating followers to achieve their full potential. Leaders who use this style typically articulate a clear vision, build relationships with their followers, and challenge them to think and act in new ways.
- Laissez-faire leadership is a style of leadership that involves giving followers a great deal of freedom and autonomy. Leaders who use this style typically avoid micromanaging their followers and allow them to make their own decisions.
- Blue ocean leadership is a style of leadership that focuses on creating new markets and opportunities. Leaders who use this style typically challenge the status quo and look for ways to differentiate their organizations from the competition. (Kim, 2014).

These are just a few of the many different leadership styles that exist. The best leadership style for a particular situation will depend on a variety of factors, including the nature of the task, the characteristics of the followers, and the goals of the organization.

### **2.1.3.1 Transformational Leadership Style**

By creating and communicating a compelling future vision, transformational leaders are charismatic, motivate their teams, and appeal to their morals and beliefs (Bass, 1997). Transformational leadership style is described as having the capacity to inspire others to perform better, change, and follow (Cohen, 1999). (Cohen, 1999) defined a transformational leadership style as the capacity to influence others to improve, transform, and follow. Transformational leadership is characterised by empathy, compassion, sensitivity, building relationships, and innovation (Jin, 2010). (Bass, 1997) contends that transformational leadership occurs when a leader broadens his or her vision to include the goals of his or her team and, as a result, the team unites to put the group's needs ahead of individual self-interest.

#### **A. Inspirational Motivation**

A leadership approach known as inspirational motivation involves inspiring followers by outlining a distinct future vision and appealing to their emotions. This type of leader frequently employs symbols, stories, and other techniques to instill excitement and passion for the vision. Additionally, they emphasise rewarding followers for their efforts and recognising their accomplishments.

#### **B. Idealized Influence**

Providing a good example for followers and being prepared to make sacrifices for the benefit of the organisation are two characteristics of idealised influence. Idealised leaders are regarded as dependable and reliable, and they are frequently looked up to and appreciated by their followers.

#### **C. Individual Consideration**

Individual consideration is a leadership style that entails attending to the particular requirements of subordinates and giving them the assistance and training they require to be successful. Individually considerate leaders are viewed as sympathetic and encouraging, and they frequently succeed in forging close bonds with their followers.

#### **D. Intellectual Stimulation**

A leadership strategy known as intellectual stimulation entails pressuring subordinates to think outside the box and develop original solutions to challenges. Intellectually stimulated leaders are viewed as open-minded and creative, and they frequently exhort followers to challenge the status quo.

### **2.1.3.2. Transactional Leadership Style**

Transactional leaders adhere to the rules as they are now written and think that demands that are not followed should be met with consequences (Bass, 1997) According to (Avolio, 1991), transactional leaders explicitly define, communicate, and explain how the work must be finished. According to (Mansour, 2012), transactional leadership places a heavy emphasis on specific trades and a connection between objectives and rewards. Employees of the company are therefore not particularly encouraged to go above and beyond what is expressly stipulated in their contract. This is especially concerning for knowledgeable employees, for whom it is far more challenging to supply in-depth job descriptions in advance.

### **2.1.3.3 Laissez Faire Leadership Style**

(Al Rahbi, 2017), contends that laissez-faire leaders are not emotionally invested in their subordinates or followers. Companies with stable workforces are best suited for this leadership style (Marion, 2009). However, it is inappropriate for settings and circumstances that call for direction, prompt feedback, or reward (Uhl-Bien, 2009) . Laissez-faire leadership styles place a strong emphasis on giving authority and decision-making to workers or subordinates (Cherry, 2020). Additionally, a laissez-faire leadership style is characterised by decision-making delays, a failure to coordinate efforts, and a leader's unavailability in urgent situations ((Abasilim, 2019). According to Bass & Avolio and Hartong & Van Muijen (1997), people who use the laissez-faire leadership style often hesitate from making decisions and offering direction.

### **2.1.3.4 Blue Ocean Leadership Style**

In 2014, professors W. Chan Kim and Renee Mauborgne established the concept of Blue Ocean Leadership (BOL) (Kim, 2014). It is founded on the ideas they gleaned from the structure of their own invention, the Blue Ocean Strategy (BOS). Both of them developed three concepts—high impact, low cost, and rapid execution—in BOS, which have been incredibly successful in assisting business industries in maintaining their competitiveness by rendering rivalry obsolete. BOS is supported by two key values, creativity and innovation, which are responsible for ensuring that these three principles mesh so perfectly. As a result, BOS is successful in creating uncontested market space, which benefits businesses by fostering demand and enabling them to overcome fierce competition in the same business area.

They described BOL as a methodical strategy for improving leadership techniques that maximise the potential and dynamism of human capital already present and directed towards organisational excellence. This can be done by considering the ideas and opinions of the workforce while making leadership decisions. Here, the term "leadership practises" refers to the actions and pursuits that leaders make in the company. Employee engagement will result as a result of their input being included when establishing new leadership profiles for multi-level leadership positions in support of organisational transformation.

### **2.1.4 Theories of Motivation**

Motivation is derived from the Latin term "To Move," as stated by Ahmad F. A. (2014). It is a broad concept that has been defined in different ways over the years and is likely to evolve further in the future. Elliot (2001) describes motivation as an act or process that prompts an individual to act in a specific manner or provides a reason for repetitive behaviors, needs, and desires. When it comes to employee motivation, leaders may be hesitant to take action and not risk its effectiveness (Jung, 2001).

Motivated employees are willing to exert a specific level of effort (intensity), for a certain period (persistence), and in a particular direction. One of the four primary forces that influence people's

behavior and performance is motivation. While motivation and aptitude are crucial factors in an individual's performance, appropriate role perceptions are necessary for task execution. Role perceptions determine how well a person understands the roles they must fulfill, affecting their efforts and cooperation with colleagues, vendors, and stakeholders (Neuberg, 1993). The MARS model, consisting of motivation, ability, role perceptions, and situational factors, influences all voluntary workplace behaviors and performance outcomes.

Demerouti E. B. (2001) suggests that psychological, social, or organizational components of a job can help employees achieve their professional objectives and ease workload pressures. Job resources can help motivate individuals extrinsically by providing support or specific knowledge for achieving goals and intrinsically by promoting learning or personal growth (Schaufeli, 2004). Social support, autonomy, performance feedback, supervisory coaching, and development opportunities are crucial job resources for most occupations (Demerouti E. &, 2008). Personal resources such as positive self-evaluations can help people achieve their goals and protect them from the financial and psychological effects of meeting job demands (Hobfoll S. E., 2003).

According to Hobfoll S. E. (1998), people with resources are more likely to obtain further resources, leading to a gain spiral, while those with fewer resources are more prone to loss spirals. Job resources can help leaders and their employees understand their respective roles in creating a motivating work environment. However, the positive benefits of additional resources can be limited if essential resources are deficient and prevent unlocking their full potential.

#### **2.1.4.1 Intrinsic Motivation**

By gaining awareness of the personal resources they need to develop and understanding how those resources are dependent on job resources, employees are better equipped to make requests for job resources from their leaders. This process of co-creation is beneficial for both managers and workers, as it allows leaders to share responsibility for inspiring team members and creates a sense of autonomy, competence, and connectedness for employees. Ultimately, this satisfies the primary criteria that encourage intrinsic motivation and allows leaders to praise achievements and include team members in important tasks, which can further increase intrinsic motivation. While intrinsic

motivation is not the only form of motivation, it is an important factor in human behavior and can exist within individuals or in the relationship between individuals and activities. Some people may be intrinsically motivated for certain tasks while others are not, and this understanding can help leaders foster a culture of motivation and engagement among their team members (Ryan, 2000).

#### **2.1.4.2. Extrinsic Motivation**

According to (Ryan, 2000), highlights the importance of intrinsic motivation while acknowledging that most activities people engage in are not driven by it. Consequently, the concept of extrinsic motivation comes into play when individuals pursue a specific goal. However, it is essential to note that the autonomous nature of extrinsic motivation can vary significantly, contrary to the conventional belief that it is non-autonomous. For example, employees who complete tasks out of fear of negative reinforcements are driven extrinsically as they aim to avoid negative outcomes. Similarly, those who carry out tasks because they believe it will benefit their career are also extrinsically motivated, though they do it for practical, rather than intrinsic, value.

## **2.2 Empirical Literature Review**

### **2.2.1 Relationship between Leadership and Motivation**

In the last 20 years, there has been a lot of discussion on leadership and motivation, especially in management literature (Schaffer, 2008). The word "motivation" is typically used to describe leadership (Saugui, 2017). According to Schaffer (2008), leadership is the capacity to persuade and inspire people to get the best results from the group in which they engage. It follows that leadership in an organisation cannot be successful if followers are not inspired. Motivation is, to put it simply, an individual effort. Motivated people are prepared to put in a lot of effort in their daily tasks. The desire to satisfy each person's requirements drives their efforts. However, take into account the following instances: a recently hired employee and an employee who has been with the company for a while. Due to his or her passion for the job, the new employee could be tremendously motivated. However, given his inexperience, the new employee may make mistakes in his work. However, this differs from having a senior employee as a relative. They may not be as driven as brand-new recruits. However, they were able to carry out their regular tasks without

incident thanks to their experience. In that instance, executives should acknowledge that one of the elements affecting employee performance is motivation. Employee motivation is not the only factor that affects performance, though.

## **I. Transformational Leadership Style and Motivation**

(Alghazo, 2016) did a study at a private Saudi Arabian petrochemical company on the impact of leadership styles on employee motivation, and based on their findings, they came to the conclusion that there is a positive and significant relationship between transformational leadership style and employee motivation.

Admelcew (2015) studied the impacts of transformational, transactional, and laissez-faire leadership styles on worker engagement among employees at Haremaya University in Ethiopia. The study's finding shows that transformational leadership style and employee motivation have a positive and significant relationship.

(Mahmood, 2019) conducted research on how leadership style affected the employee-serving banking organisation in Bangladesh, concluding that only transformational leadership had a significant effect on both inner and extrinsic motivation.

(Alghazo, 2016) conducted a study at a private Saudi Arabian petrochemical company to investigate the impact of leadership styles on employee motivation. The study found that there is a positive and significant relationship between transformational leadership style and employee motivation. This means that transformational leadership is more likely to motivate employees than other leadership styles.

Admelcew (2015) studied the impacts of transformational, transactional, and laissez-faire leadership styles on worker engagement among employees at Haremaya University in Ethiopia. The study found that transformational leadership style and employee motivation have a positive and significant relationship. This means that transformational leadership is more likely to motivate employees than other leadership styles.

(Mahmood, 2019) conducted research on how leadership style affected the employee-serving banking organisation in Bangladesh. The study found that only transformational leadership had a significant effect on both inner and extrinsic motivation. This means that transformational leadership is more likely to motivate employees than other leadership styles, regardless of whether the motivation is intrinsic (internal) or extrinsic (external).

In conclusion, these studies suggest that transformational leadership is a more effective leadership style for motivating employees than other leadership styles. This is because transformational leaders focus on inspiring and empowering their followers, which can lead to increased motivation and performance.

Here are some of the key findings of these studies:

- Transformational leadership has a positive and significant relationship with employee motivation.
- Transformational leadership is more likely to motivate employees than other leadership styles.
- Transformational leadership can motivate employees both intrinsically and extrinsically.

These findings have important implications for organizations. They suggest that organizations should focus on developing transformational leaders if they want to motivate their employees and improve their performance.

## **II. Transactional Leadership Style and Motivation**

(Alghazo, 2016) conducted a study on the effect of leadership style on employee motivation. The study found that there is a strong relationship between leadership styles and employee motivation. Specifically, the study found that transformational leadership style has a positive relationship with employee motivation, while transactional leadership style has a negative relationship with employee motivation.

Eden (2019) conducted a study to see how the leadership styles of the KAKI Motors Company in Ethiopia affected employee motivation. The study found that both transactional leaders and transformational leaders had important relationships with employee motivation. However, the study found that transformational leadership had a more favorable relationship with employee motivation. This is because transformational leaders focus on inspiring and empowering their followers, which can lead to increased motivation and performance.

(Chaudhry, 2012) conducted a research on the impact of transactional and laissez-faire leadership style on employee motivation in the Pakistan banking sector. The study found that transactional leadership style has a positive relationship with employee motivation. This is because transactional leaders focus on clarifying roles and expectations, providing rewards for desired behaviors, and enforcing consequences for undesired behaviors. This can help to motivate employees to work hard and to achieve their goals.

In conclusion, these studies suggest that transformational leadership is a more effective leadership style for motivating employees than transactional leadership style. However, transactional leadership can also be effective in certain situations.

Here are some of the key findings of these studies:

- Transformational leadership has a positive relationship with employee motivation.
- Transactional leadership has a negative relationship with employee motivation.
- Laissez-faire leadership has no significant relationship with employee motivation.

These findings have important implications for organizations. They suggest that organizations should focus on developing transformational leaders if they want to motivate their employees and improve their performance. However, organizations should also consider the specific situation when choosing a leadership style. For example, transactional leadership may be more effective in situations where employees need clear direction and expectations.

### **III. Laissez-Faire Leadership Style and Motivation**

(Baig, 2021) conducted a study on leadership styles and employee motivation in Pakistan's emerging economy. The study found that laissez-faire leadership style has a favorable, considerable impact on employee engagement. This means that employees who work under laissez-faire leaders are more likely to be engaged in their work and to feel motivated to do their best.

(Altheeb, 2020) did a research on effect of leadership style and employee motivation on the Arabian workplace. The study found that laissez-faire leadership style had a strong and significant impact on employee motivation. This means that employees who work under laissez-faire leaders are more likely to be motivated to do their best and to achieve their goals.

In conclusion, these studies suggest that laissez-faire leadership style can be an effective leadership style for motivating employees. This is because laissez-faire leaders give their followers a lot of freedom and autonomy, which can lead to increased motivation and performance.

However, it is important to note that laissez-faire leadership is not always the best leadership style. In some situations, it can lead to a lack of direction and coordination, which can be detrimental to the organization.

Here are some of the key findings of these studies:

- Laissez-faire leadership style has a favorable, considerable impact on employee engagement.
- Laissez-faire leadership style has a strong and significant impact on employee motivation.
- Laissez-faire leadership style is not always the best leadership style.

These findings have important implications for organizations. They suggest that organizations should consider using laissez-faire leadership style in situations where employees are highly skilled and motivated. However, organizations should also be aware of the potential drawbacks of

this leadership style and should use it carefully.

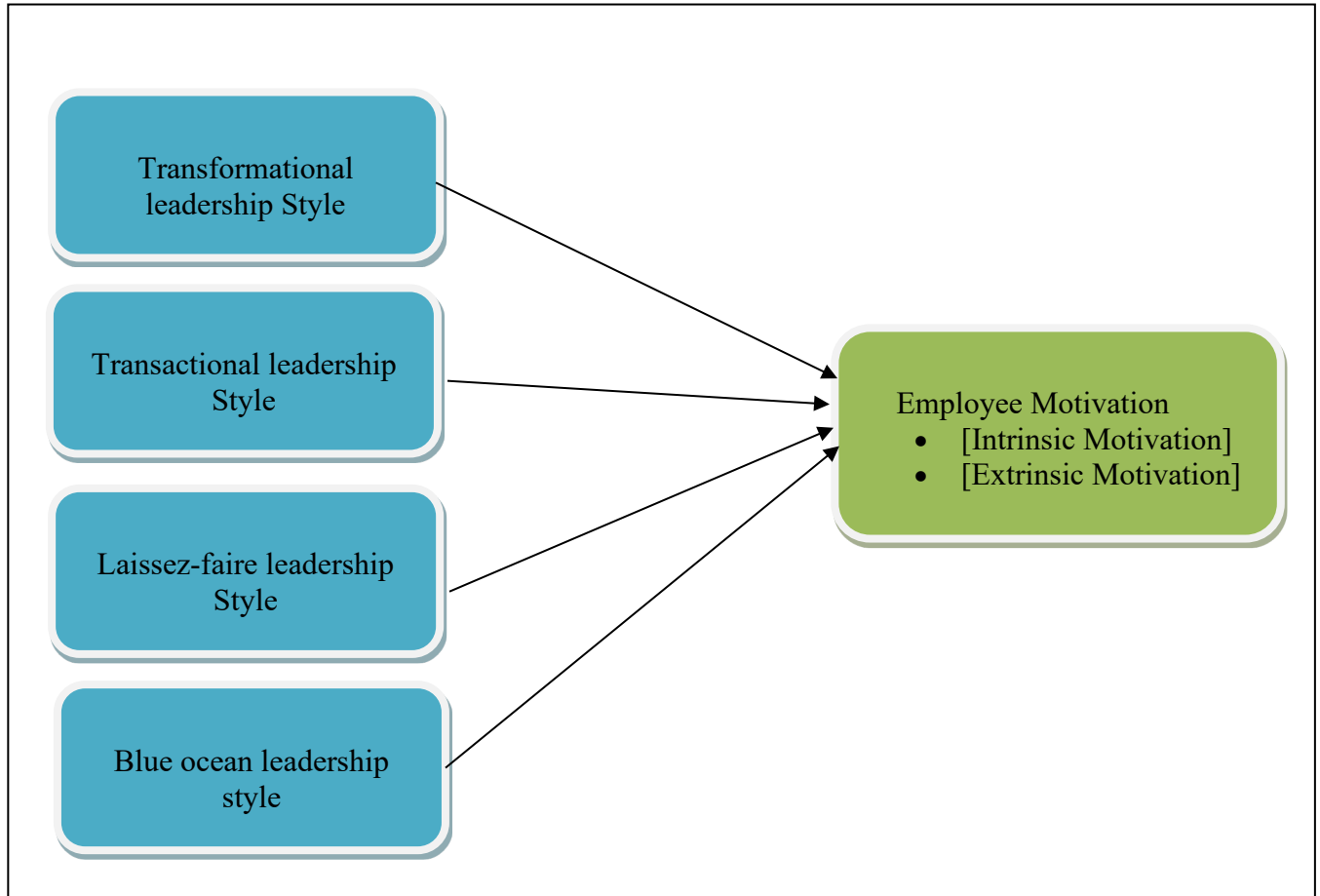
#### **IV. Blue Ocean Leadership Style and Motivation**

(Zakaria, 2017) Conducted a research on effect of leadership style of Blue Ocean Leadership (BOL) practices towards Promoting Employee Engagement in Malaysia Public sector and discovered that the Blue Ocean employee has a positive relationship with employees.

(Jian, 2020) conducted a research on Blue Ocean Leadership (BOL) and Employee Engagement (EE), and Team Performance (TF) and discovered that these elements are positively related and one affect the other certainly.

### **2.3 Conceptual Framework**

This section describes the conceptual framework that guides the research paper. The framework was developed by examining extensive literature on leadership styles and motivation. The framework identifies the independent variables (leadership styles) and the dependent variable (employee motivation). The framework also guides the researcher in designing data collection instruments, data analysis, and interpretation. The conceptual framework is presented in a figure. The figure shows that leadership styles have a direct impact on employee motivation. The figure also shows that there are other factors that can influence employee motivation, such as the work environment and the individual characteristics of employees. The conceptual framework is a valuable tool for understanding the relationship between leadership styles and employee motivation. The framework can help researchers to design studies that test the relationship between these variables. The framework can also help organizations to improve their leadership practices and to motivate their employees.



**Figure 1. Conceptual Framework**

**Source:** Gee-Woo Bock (2008), Zaki Zakaria (2017)

**The four hypotheses of the study are:**

- A. Transformational leadership styles have a significant and positive impact on employee motivation.
- B. Transactional leadership styles have a significant and positive impact on employee motivation.
- C. Laissez-faire leadership styles have a significant and positive impact on employee motivation.
- D. Blue ocean leadership styles have a significant and positive impact on employee motivation.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **Introduction**

The research strategy and methodology that will be employed in this study are briefly described in this chapter. It includes the research design, the sources and types of data, the sampling strategy, and the data gathering tools.

### **3.1 Research Approach and Design**

Given that the objective of this research is to examine the relationship between the variables, the quantitative approach is most appropriate. Additionally, the quantitative approach establishes the significance of any relationship and the connections between the study's variables.

Inductive reasoning was the research methodology employed in this study. This was due to the fact that the goal of the study was to determine how leadership styles affected motivation at Belayab Cables. The researcher conducted the study using Belayab's observations of specific leadership behaviours in order to draw a broad conclusion about the leadership styles prevalent in the organisation and how they effect motivation.

Research design is a plan for how a study has been conducted. It includes the type of study, the data that is collected, and the methods that are used to collect the data.

Durrheim (2004) defines research design as a strategic framework of action that acts as a bridge between the research questions and the research implementation strategy. MacMillan (2001) defines research design as a plan for setting subjects, research setting and data collection processes.

The researcher in this study used an explanatory and descriptive research design. Explanatory research design is used to study the cause-and-effect association between the variables of the research and their relationship among them. Descriptive research design is used to describe the characteristics of a population or phenomenon.

The goal of this research is to examine the influence of leadership styles on employee motivation.

Therefore, the explanatory and descriptive research design is appropriate and useful in assessing the relationship between leadership styles and employee motivation and drawing conclusions from the findings.

### **3.2 Sample Size Determination and Sampling Procedure**

According to Lavrakas (2008), sampling design is a system or a structure for selecting individuals in a survey. There are two common types of sample designs: probability and non-probability sampling. In probability sampling, individuals are chosen at random from the population. For instance, the first employee in the sample is randomly selected from a list of employees, and the other participants are selected through simple random sampling. This approach ensures that non-random samples do not introduce bias into the study and that all employees on the list have an equal chance of being included in the survey.

The frame from which the samples are drawn is known as the sample source. According to (Everitt, 2010), it was explained as it's a comprehensive list of everyone or everything the researcher wants to investigate. So for this study, the sample frame is consisted of 153 employees of Belayab Cables Manufacturing PLC Headquarter (Addis Ababa).

According to (Kothari, 2004), the sample size is:

$$n = N / (1 + N (E^2))$$

Where: N = the population size,

n = sample size

E = the level of precision

Thus, by taking 95% confidence level  $N=250 / (1+250(0.05)^2$

$$n= 250/1.625$$

$$n=153$$

**Therefore, the sample size is 153 employees.**

### **3.3 Data Source and Method of Collection**

#### **3.3.1. Source and Types of Data**

The data for this study was collected from two sources: primary and secondary. The primary data was collected from employees of Belayab, at the Adama and Addis Ababa branch. This was done by distributing questionnaires to the respondents. The questionnaires were designed to gather information about the employees' perceptions of leadership styles and employee motivation.

The secondary data was gathered from literatures and articles from previous research conducted on similar topics. This data was used to provide context for the study and to identify gaps in the existing literature. The combination of primary and secondary data allowed the researcher to gain a comprehensive understanding of the relationship between leadership styles and employee motivation

#### **3.3.2. Data Collection Methods**

The study used the Multi-Factor Leadership Questionnaire (MLQ) to understand the perception of department employees in Belayab about the motivation factors and how it relates to leadership styles. The MLQ was developed by Avolio and Bass in 1995 and is a widely used tool for measuring leadership styles.

**The MLQ is divided into six sections:**

**Demographics:** This section collects information about the respondents, such as their age, gender, and job title.

**Transactional leadership style:** This section measures the extent to which the respondents' leaders use transactional leadership behaviors, such as clarifying expectations, providing rewards, and enforcing consequences.

**Transformational leadership style:** This section measures the extent to which the respondents' leaders use transformational leadership behaviors, such as inspiring and motivating their followers, challenging them to think creatively, and providing them with opportunities for development.

**Laissez-faire leadership style:** This section measures the extent to which the respondents' leaders use laissez-faire leadership behaviors, such as giving their followers a lot of freedom and autonomy.

**Blue ocean leadership style:** This section measures the extent to which the respondents' leaders use blue ocean leadership behaviors, such as creating new markets and industries, and challenging the status quo.

**Motivation factors:** This section measures the extent to which the respondents are motivated by different factors, such as challenging work, opportunities for growth, and recognition.

The MLQ is a reliable and valid instrument for measuring leadership styles and motivation factors. It has been used in a variety of settings and has been shown to be effective in measuring the constructs that it is designed to measure. The use of the MLQ in this study allowed the researchers to gain a comprehensive understanding of the relationship between leadership styles and employee motivation. The findings of the study can be used to help organizations improve their leadership practices and to motivate their employees.

### **3.3.3. Data Collection Procedure**

The researcher distributed and collected the questionnaire in the company, and the respondents administered the questions themselves. The researcher decided on asking top management to schedule a period for questionnaire distribution as the best way to gather this data. The researcher then set aside time for the distribution of the questionnaires. Before giving out the survey, the respondents had contacted.

### **3.4 Methods of Data Analysis and Processing**

According to (Aborisade, 2013), data analysis is the process of editing, reducing, summarizing, and interpreting data. In this study, both descriptive and inferential statistics were used to analyze the data.

Descriptive statistics were used to summarize the data and to identify patterns. Inferential statistics were used to test hypotheses and to make inferences about the population.

The following statistical techniques were used in this study:

- **Pearson's correlation:** This technique was used to measure the strength of the relationship between two variables.
- **Correlation analysis:** This technique was used to examine the relationship between multiple variables.
- **Regression analysis:** This technique was used to predict the value of one variable from the value of another variable.
- **ANOVA:** This technique was used to compare the means of two or more groups.

The SPSS Version 20 software was used to analyze the data.

The results of the data analysis will be used to answer the research questions and to draw conclusions about the relationship between leadership styles and employee motivation.

### **3.5 Validity and Reliability of Research**

Reliability is concerned with verifying the constancy of a notion using a measuring instrument, while validity is a way of determining how effectively an instrument measures what it promises to measure (Maiyaki, 2011). Only positive values for Cronbach's Alpha are acceptable, and a low number indicates that the study variables are not internally consistent. To construct a new questionnaire, an alpha of 0.70 or higher is deemed sufficient (Malhotra, 2007).

Researchers must interview as many people as possible and read a lot of secondary data to support the empirical findings in order to attain a high level of validity in a qualitative study (Arbnor, 2008). Permission is obtained from the participants in order to increase the reliability. Klenke, Wallace, and Martin (2015) contend that using a variety of data sources can improve the validity of research. Data triangulation strengthens and increases the authority of a research case study, according to (Yin, 2014).

### **3.6 Ethical Consideration**

According to Saunders (2009), research ethics is a set of principles that guide researchers' conduct in relation to the rights of individuals or groups of people who are the focus of their work. These principles are usually supplemented by social rules.

In this study, the participants are professionals who work at Belayab Cables. Therefore, a number of ethical considerations have been addressed. The participants have been given informed consent, which means that they have been told about the study and have agreed to participate voluntarily. Participants' data will be kept confidential and will not be shared with anyone without their permission.

The participants will not be harmed in any way as a result of participating in the study. Ethical considerations are an important issue in all research. They ensure that the rights of the participants are protected and that the research is conducted in a moral and responsible manner.

Diener (1978) suggested four principles of ethical research:

**Harm to participants:** The research should not cause any harm to the participants.

**Informed consent:** The participants should be given informed consent, which means that they should be told about the research and have agreed to participate voluntarily.

**Privacy invasion:** The participants' privacy should not be invaded.

**Deception:** The participants should not be deceived.

These principles were followed in this research. The researcher asked for the consent of the

participants before conducting the data collection. The primary data obtained is anonymous, and cannot be traced back to the participants. The participants were given enough time and comfort to answer the questions. The data was also treated confidentially.

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

### Introduction

This chapter shows the descriptive analysis of the variables and the results of the correlation and regression analysis.

### 4.1. Response Rate of Respondents

Questionnaire was distributed to 153 Belayab Cables employees, and 142 were returned fully filled. This shows that the response rate was 92.8%.

**Table 1. Response rate of respondents**

Total questionnaire distributed	Returned questionnaire	Not returned	Response rate
153	142	11	92.8%

Source: own survey, 2023

## 4.2 Demographics of Respondents

The questionnaire used by the researcher is consisted of questions of demographics to know the respondents. The results are seen below.

**Table 2. Respondents Profile**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>				
Male	111	78.2	78.2	78.2
Female	31	21.8	21.8	100.0
Total	142	100.0	100.0	
<b>Age</b>				
21-30	69	48.6	48.6	48.6
31-40	66	46.5	46.5	95.1
41-50	4	2.8	2.8	97.9
above 50	3	2.1	2.1	100.0
<b>Education</b>				
Diploma	33	23.2	23.2	23.2
Bachelor's Degree	81	57.0	57.0	80.3
Master's Degree	28	19.7	19.7	100.0
<b>Job Position</b>				
General Staff	86	60.6	60.6	60.6
Supervisor	31	21.8	21.8	82.4
Manager	25	17.6	17.6	100.0
<b>Year of Service</b>				
0-2 Years	17	12.0	12.0	12.0
3-5 Years	52	36.6	36.6	48.6
6-9 Years	73	51.4	51.4	100.0

Source: own survey, 2023

This table shows that 78.2% of the respondents are male and 21.8% of the respondents are female. From this sample, we can predict that from 142 employees, more than three-fourths of the employees are males. We can deduce that the industry is male dominated due to its nature of business.

As shown, most of the respondents are between the age of 21-30. This can be seen from the percentage of 48.6%, 46.5% of the respondents are between the age of 31-40. 2.8% of the respondents are between 41-50 and only 2.1% of the respondents are above 50. This shows that most of the employees at Belayab Cables are young.

With regards to education, 57% of the respondents have their bachelor's degree, 23.2% of the respondents have their diploma and 19.7% have their Master's degree. This means that most of the respondents at Belayab Cables have their bachelor's degree.

This table also shows that 86% of the respondents are general staff (non-managerial), 21.8% are supervisors and 17.6% are in managerial position. From which 2% of the respondents have worked at Belayab cables for 0-2 years, 36.6% of the respondents, for 3-5 years, 51.4% of the respondents for 6-9 years of the population. This shows that there is less turnover rate in Belayab Cables.

### **4.3. Descriptive Analysis**

This part discusses the respondent's overall perception of the effect of leadership styles on Belayab Cables Manufacturing PLC's employee motivations. Using Likert scale, this analysis was used in this survey to summarize the findings.

### 4.3.1 Analysis on Leadership styles

**Table 3. Transformational Leadership Style - Descriptive Analysis**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
My leader inspires me	5.6% (8)	11.3% (16)	16.9% (24)	52.8% (75)	13.4% (19)	3.57	1.04
My leader is able to make difficult decisions	0.7% (1)	8.5% (12)	26.1% (37)	51.4% (73)	13.4% (19)	3.45	0.83
My leader is open to new ideas	7% (10)	11.3% (16)	22.5% (32)	47.2% (67)	12% (17)	3.45	1.06
My leader is encouraging	-	10.6% (15)	30.3% (43)	36.6% (52)	22.5% (32)	3.71	0.93
My leader cares for my development	2.1% (3)	16.9% (24)	20.4% (29)	31.7% (45)	28.9% (41)	3.68	1.12
<b>Average</b>						<b>3.57</b>	<b>0.99</b>

Source: own survey, 2023

This table shows that 52.8% and 13.49% of the respondents agreed and strongly agreed respectively when asked if their leader inspires them, 16.9% were neutral and the remaining 16.9% disagreed and strongly disagreed that they are inspired. The table also shows that 51.4% and 13.4% of the respondents were d and strongly agreed respectively when asked if their leader is able to make difficult decisions. 26.1% were neutral and the remaining 9.2% disagreed and strongly disagreed. It can also be seen that 42.7% and 12% of the respondents agreed and strongly agreed respectively when asked if their leader is open to new ideas. 22.5% were neutral and the remaining 18.3% disagreed and strongly disagreed. In addition, 36.6% and 22.5% of the respondents agreed and strongly agreed respectively when asked if their leader is encouraging. 30.3% were neutral the and remaining 10.6% disagreed. Moreover, 31.7% and 28.9% of the respondents were agreed and strongly agreed respectively when asked if their leader cares for their development, 20.4% were neutral and remainthe ning 19% disagreed and strongly disagreed. From the SD values, we can see that the responses for the statements were close to their means.

**Table 4. Transactional Leadership Style - Descriptive Analysis**

Statements	Strongly Disagree	Agree	Neutral	Agree	Strongly Agree	Mean	SD
My leader informs me what gets rewarded	2.8% (4)	12.7% (18)	29.6% (42)	46.5% (66)	8.5% (12)	3.45	0.91
My leader considers all constraints when making a decision	0.7% (1)	19% (27)	15.5% (22)	62.0% (88)	2.8% (4)	3.47	0.85
My leader believes in keeping things as they are	2.1% (3)	7.0% (10)	38.7% (55)	36.6% (52)	15.5% (22)	3.56	0.91
My leader always takes action when things go wrong	0.7% (1)	16.2% (23)	21.1% (30)	45.1% (64)	16.9% (24)	3.61	0.97
My leader motivates and rewards teamwork	4.2% (6)	21.1% (30)	16.9% (24)	45.1% (64)	12.7% (18)	3.40	1.08
<b>Average</b>						<b>3.49</b>	<b>0.89</b>

Source: own survey, 2023

This table shows that 46.5% and 8.5% of the respondents were agreed and strongly agreed respectively when asked if their leader informs them what gets rewarded, 29.6% were neutral and remaining 15.5% disagreed and strongly disagreed. The table also shows that 62% and 2.8% of the respondents were agreed and strongly agreed respectively when asked if their leader considers all constraints when making a decision. 15.5% were neutral and remaining 19.7% disagreed and strongly disagreed. It can also be seen that 36.6% and 15.5% of the respondents were agreed and strongly agreed respectively when asked if their leader believes in keeping things as they are. 38.7% were neutral and remaining 9.1% disagreed and strongly disagreed. In addition, that 45.1% and 16.9% of the respondents were agreed and strongly agreed respectively when asked if their leader always takes action when things go wrong. 21.1% were neutral and remaining 16.9% disagreed and strongly disagreed. Moreover, 45.1% and 12.7% of the respondents were agreed and strongly agreed respectively when asked if their leader motivates and rewards teamwork, 16.9% were neutral and remaining 25.3% disagreed and strongly disagreed. From the SD values, we can see that the responses for the statements were close to their means.

**Table 5. Laissez-faire Leadership Style - Descriptive Analysis**

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
My leader allows me to fix my problems on my own	7.7% (11)	9.9% (14)	19% (27)	51.4% (73)	12% (17)	3.5	1.07
My leader expects me to make decisions on my own	2.1% (3)	14.1% (20)	24.6% (35)	47.9% (68)	11.3% (16)	3.52	0.94
My leader provides me with the necessary resources	4.9% (7)	14.8% (21)	28.9% (41)	33.8% (48)	17.6% (25)	3.44	1.09
My leader takes responsibility for my actions	2.1% (3)	15.5% (22)	12% (17)	52.1% (74)	18.3% (26)	3.69	1.01
My leader interferes in situations that I have difficulty fixing	4.9% (7)	16.2% (23)	15.5% (22)	49.3% (70)	14.1% (20)	3.51	1.07
<b>Average</b>						3.53	1.03

Source: own survey, 2023

This table shows that 51.4% and 12% of the respondents were agreed and strongly agreed respectively when asked if their leader allows me to fix their problems on their own, 19% were neutral and remaining 17.6% disagreed and strongly disagreed. The table also shows that 47.9% and 11.3% of the respondents were agreed and strongly agreed respectively when asked if their leader expects them to make decisions on their own. 24.6% were neutral and remaining 16.2% disagreed and strongly disagreed. It can also be seen that 33.8% and 17.6% of the respondents were agreed and strongly agreed respectively when asked if their leader provides me with the necessary resources. 28.9% were neutral and remaining 19.7% disagreed and strongly disagreed. In addition, 52.1% and 18.3% of the respondents were agreed and strongly agreed respectively

when asked if their leader takes responsibility for my actions. 12% were neutral and remaining 17.6% disagreed and strongly disagreed. Moreover, 49.3% and 14.1% of the respondents were agreed and strongly agreed respectively when asked if their leader interferes in situations when they have difficulty in fixing, 15.5% were neutral and remaining 21.1% disagreed and strongly disagreed. From the SD values, we can see that the responses for the statements were close to their means.

**Table 6. Blue Ocean Leadership Style - Descriptive Analysis**

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
My leader focuses on actions to create teams motivation	0.7% (1)	22.5% (32)	21.8% (31)	34.5% (49)	20.4% (29)	3.5	1.07
My leader distributes leadership across all management levels	2.8% (4)	13.4% (19)	33.1% (47)	34.5% (49)	16.2% (23)	3.47	1.00
My leader involves me in decision-making	2.1% (3)	12.7% (18)	24.6% (35)	47.2% (67)	13.4% (19)	3.57	0.94
My leader is open to innovation	4.9% (7)	16.9% (24)	20.4% (29)	38% (54)	19.7% (28)	3.50	1.13
My leader is open to being criticized	4.9% (7)	16.2% (23)	14.1% (20)	52.1% (74)	12.7% (18)	3.51	1.06
<b>Average</b>						3.51	1.04

Source: own survey, 2023

This table shows that 34.5% and 20.4 % of the respondents were agreed and strongly agreed respectively when asked if their leader focuses on actions to create teams motivation, 21.8% were neutral and remaining 23.2% disagreed and strongly disagreed. The table also shows that 34.5% and 16.2% of the respondents were agreed and strongly agreed respectively when asked if their

leader distributes leadership across all management levels. 33.1% were neutral and remaining 16.2% disagreed and strongly disagreed. It can also be seen that 47.2% and 13.4% of the respondents were agreed and strongly agreed respectively when asked if their leader involves me in decision-making. 24.6% were neutral and remaining 14.8% disagreed and strongly disagreed. In addition, 38% and 19.7% of the respondents were agreed and strongly agreed respectively when asked if their leader open to innovation. 20.4% were neutral and remaining 21.8% disagreed and strongly disagreed. Moreover, 52.1% and 12.7% of the respondents were agreed and strongly agreed respectively when asked if their leader open to being criticized, 14.1.5% were neutral and the remaining 21.8% disagreed and strongly disagreed. From the SD values, we can see that the responses for the statements were close to their means.

### 4.3.2 Analysis of Motivation

Descriptive analysis result on questions that were prepared to understand the intrinsic and extrinsic motivation are described as per the below.

**Table 7. Intrinsic motivation**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
I believe in my work	2.8% (4)	1.4% (2)	7.7% (11)	52.1% (74)	35.9% (51)	4.1	0.85
I am always ready to solve new challenges	7% (10)	4.2% (6)	7.7% (11)	45.8% (65)	35.2% (50)	3.97	1.11
I enjoy my work	2.1% (3)	2.8% (4)	21.8% (31)	45.1% (64)	28.2% (40)	3.94	0.89
I Collaborate with a team member because i want to help others	7% (10)	5.6% (8)	17.6% (25)	41.5% (59)	28.2% (40)	3.78	1.13
I am happy to stay late to finish my work	5.6% (8)	4.2% (6)	21.1% (30)	45.1% (64)	23.9% (34)	3.77	1.04
<b>Average</b>						3.91	1.0

Source: own survey, 2023

This table shows that 52.1% and 35.9 % of the respondents were agreed and strongly agreed respectively when asked if they believe in their work, 7.7% were neutral and remaining 4.2% disagreed and strongly disagreed. The table also shows that 45.8% and 35.2% of the respondents were agreed and strongly agreed respectively when asked if they are always ready to solve new challenges. 7.7% were neutral and remaining 11.2% disagreed and strongly disagreed. It can also be seen that 45.1% and 28.2% of the respondents were agreed and strongly agreed respectively when asked if they enjoy their work. 21.8% were neutral and remaining 4.9% disagreed and strongly disagreed. In addition, 41.5% and 28.2% of the respondents were agreed and strongly agreed respectively when asked if they collaborate with a team member because they want to help others. 17.6% were neutral and the remaining 12.6% disagreed and strongly disagreed. Moreover, 45.1% and 23.9% of the respondeere agreed and strongly agreed respectively when asked if they are happy to stay late to finish my work, 21.1% were neutral and the remaining 9.8% disagreed and strongly disagreed. From the SD values, we can see that the responses for the statements were close to their means.

**Table 8. Extrinsic motivation**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
My work gives me security	4.9% (7)	8.5% (12)	27.5% (39)	46.5% (66)	12.7% (18)	3.53	0.98
My work gives me a sense of accomplishment	1.4% (2)	8.5% (12)	19% (27)	59.9% (85)	11.3% (16)	3.71	0.83
I work here because it helps me achieve my desired lifestyle	7% (1)	15.5% (22)	28.2% (40)	41.5% (59)	20% (14.1)	3.52	0.94
I do my work on time because I want to get promoted	-	11.3% (16)	23.2% (33)	43.7% (62)	21.9% (31)	3.76	0.92
I work here because the company they pays well	9.9% (14)	19% (27)	21.1% (30)	28.9% (41)	21.1% (30)	3.32	1.27
<b>Average</b>						<b>3.56</b>	<b>0.988</b>

Source: own survey, 2023

This table shows that 46.5% and 12.7% of the respondents were agreed and strongly agreed respectively when asked if their work gives them security, 27.5% were neutral and remaining 13.4% disagreed and strongly disagreed. The table also shows that 59.9% and 11.3% of the respondents were agreed and strongly agreed respectively when asked if their work gives them a sense of accomplishment. 19% were neutral and remaining 9.9% disagreed and strongly disagreed. It can also be seen that 41.5% and 20% of the respondents were agreed and strongly agreed respectively when asked if they work here because it helps them achieve their desired lifestyle. 28.2% were neutral and remaining 22.5% disagreed and strongly disagreed. In addition, 43.7% and 21.9% of the respondents were agreed and strongly agreed respectively when asked if they collaborate with a team member because they want to help others. 17.6% were neutral and remaining 12.6% disagreed and strongly disagreed. Moreover, 45.1% and 23.9% of the respondents were agreed and strongly agreed respectively when asked if they are happy to stay late to finish my work, 21.1% were neutral and the remaining 9.8% disagreed and strongly disagreed. From the SD values, we can see that the responses for the statements were close to their means.

#### 4.4. Level of Leadership Styles

**Table 9. Level of leadership styles**

	Transformational Style	Transactional Style	Laissez faire style	Blue Ocean style
Mean	3.62	3.46	3.53	3.51
Standard deviation	0.75	0.65	0.72	0.7

Source: own survey, 2023

The table shows that transformational leadership is the most dominant leadership style at Belayab Cables Manufacturing PLC. Bass and Avolio (1997) recommended that all transformational leadership subscales' mean scores be more than or equal to 3.0 for the most successful leadership. This means that the "ideal" suggested levels of transformational leadership behavior, such as a sense of vision and mission, improving abilities, and moral and ethical considerations, were exhibited in the workplace of Belayab Cables. This prominent type of leadership style consists of

idealized influence, inspirational motivation, individualized consideration, and intellectual simulations.

The mean score for laissez-faire was 0.0 according to Bass and Avolio (1997), but the actual score was much higher (3.53). This indicates that the supervisors and bosses at Belayab Cables tended not to take corrective action, avoided making decisions, and ignored problems and subordinate needs. Therefore, a certain level of laissez-faire behavior was exhibited by leaders at the workplaces of Belayab Cables.

#### 4.5 Reliability Analysis

The SPSS version 20 software's Cronbach Alpha reliability test was performed to determine the consistency and reliability of the used questionnaire. As a result, the outcome indicated in the above table suggests that the study's questionnaires are trustworthy.

**Table 10. Reliability Analysis**

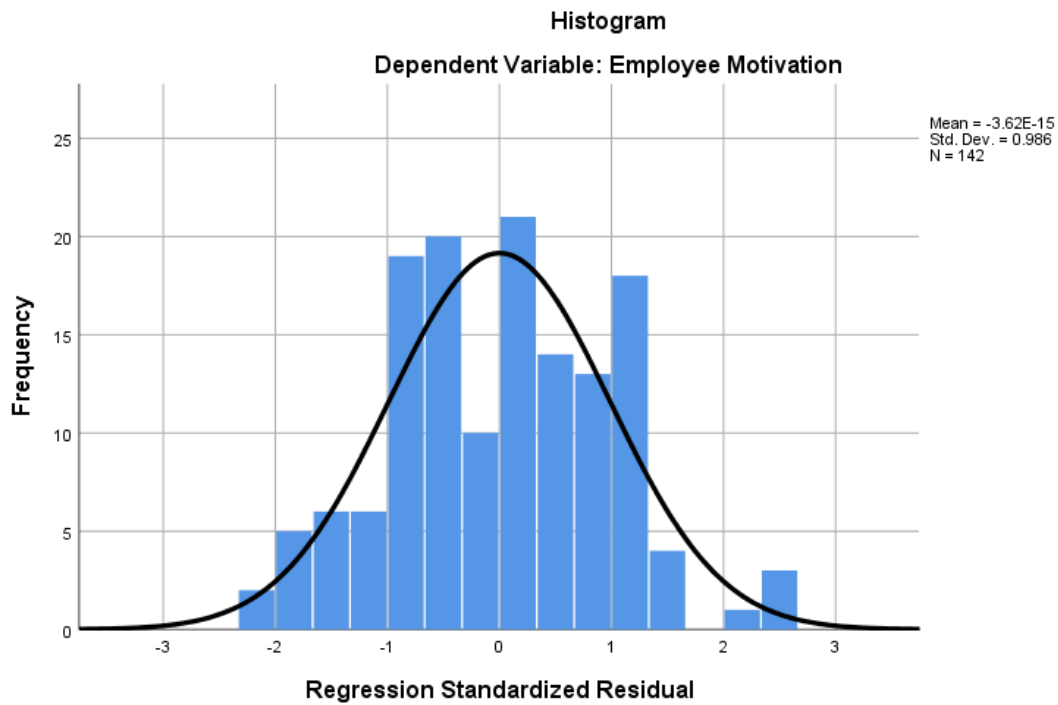
<b>Variables</b>	<b>Cronbach's Alpha</b>
Transformational Leadership Style	0.801
Transactional Leadership Style	0.755
Laissez-fair Leadership Style	0.728
Blue Ocean Leadership Style	0.837

Source: own survey, 2023

The table shows that the Cronbach alpha values for transformational leadership style, blue ocean leadership style, transactional leadership style, and laissez-faire leadership style are 0.801, 0.837, 0.755, and 0.728, respectively. Cronbach alpha is a measure of the internal consistency of a scale. It is a statistical measure of how closely related the items in a scale are. A high Cronbach alpha indicates that the items in a scale are highly correlated, which means that they are measuring the same thing. The Cronbach alpha values for all four leadership styles are above 0.70, which is considered to be a good level of reliability. This means that the items in the scales are measuring the same thing, and that the scales are reliable measures of leadership styles. The high Cronbach alpha values also suggest that the test has measured the variables correctly. This means that the test is a valid measure of leadership styles.

## 4.6 Test of Model Fit

### 4.6.1 Normality Test

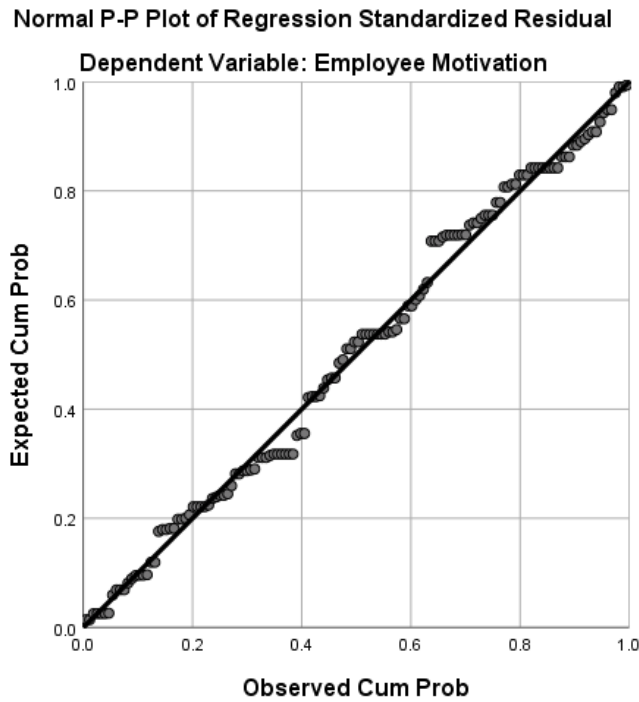


*(Own Survey conducted, 2023)*

**Figure 2. Histogram of Normal Distribution**

The above figure illustrates the assumption of normality using a histogram, from which it can be deduced that the data is normal because the line makes a form of a bell in Figure 2.

#### 4.6.2 Linearity Test



*(Own Survey conducted, 2023)*

**Figure 3. Normal P-Plot**

Together, the normal distribution of the data in the preceding figure and the fact that the dots in the P, -P plots are likewise somewhat closer to the normal line are evidence that the residuals are distributed normally.

#### 4.7. Collinearity

**Table 11. Collinearity**

	Collinearity Tolerance	Statistics VIF
(Constant)		
Transformational Leadership	.416	2.405
Transactional Leadership	.365	2.739
Laissez-Faire Leadership	.398	2.513
Blue Ocean Leadership	.363	2.752

Source: own survey, 2023

**Multicollinearity** is a statistical phenomenon that occurs when two or more independent variables in a regression model are highly correlated. This can make it difficult to interpret the results of the model, as the independent variables may be "explaining" each other's effects on the dependent variable.

There are two common ways to measure multicollinearity: the variance inflation factor (VIF) and the tolerance statistic. The VIF is a measure of how much the variance of an independent variable is inflated by the presence of other independent variables in the model. A VIF of 1 indicates that there is no multicollinearity, while a VIF of 10 or greater indicates that there is a high degree of multicollinearity. The tolerance statistic is a measure of how much of the variance of an independent variable is not explained by the other independent variables in the model. A tolerance of 0.1 indicates that there is no multicollinearity, while a tolerance of 0.2 or less indicates that there is a high degree of multicollinearity.

The table provided shows that the VIF values for all of the independent variables are less than 10, and the tolerance values are all greater than 0.2. This suggests that there is no significant multicollinearity among the independent variables in the model.

In other words, the independent variables are not so highly correlated that they are "explaining" each other's effects on the dependent variable. This means that the results of the model can be interpreted with confidence.

The VIF and tolerance statistics are two important tools for detecting and measuring multicollinearity. By using these statistics, researchers can ensure that their regression models are not affected by multicollinearity.

As a result, there is no multicollinearity issue amongst the independent variables because each independent variable is correlated and significant with one another.

## 4.8. Pearson Correlation Analysis

The link between two variables can be seen through a correlation. It ranges in value from -1 to +1. When it's positive, it demonstrates a positive relationship, and when it's negative, it demonstrates a bad relationship. The Pearson correlation analysis on the impact of leadership styles on motivation is displayed in the table below.

**Table 12. Pearson Correlation Analysis**

		Employee Motivation
Transformational Leadership	Pearson Correlation	.503**
	Sig. (2-Tailed)	.000
	N	142
Transactional Leadership	Pearson Correlation	.629**
	Sig. (2-Tailed)	.000
	N	142
Laissez-faire Leadership	Pearson Correlation	-.400**
	Sig. (2-Tailed)	.000
	N	142
Blue Ocean Leadership	Pearson Correlation	.464**
	Sig. (2-Tailed)	.000
	N	142

\*\* Correlation is significant at the 2-tailed level of 0.01

The table shows that there is a moderate positive relationship between transformational leadership style and employee motivation. This means that as transformational leadership style increases, employee motivation also increases. The correlation coefficient between transformational leadership style and employee motivation is 0.503, and the p-value is 0.000, which means that the relationship is statistically significant.

Similarly, there is a moderate positive relationship between transactional leadership style and employee motivation. This means that as transactional leadership style increases, employee motivation also increases. The correlation coefficient between transactional leadership style and employee motivation is 0.629, and the p-value is 0.001, which means that the relationship is statistically significant.

There is a negative relationship between laissez-faire leadership style and employee motivation. This means that as laissez-faire leadership style increases, employee motivation decreases. The correlation coefficient between laissez-faire leadership style and employee motivation is -0.400.

Finally, there is a moderate positive relationship between blue ocean leadership style and employee motivation. This means that as blue ocean leadership style increases, employee motivation also increases. The correlation coefficient between blue ocean leadership style and employee motivation is 0.464, and the p-value is 0.000, which means that the relationship is statistically significant.

In conclusion, the study found that there is a moderate positive relationship between all four leadership styles and employee motivation. This means that leaders who adopt these leadership styles are more likely to have motivated employees.

## 4.9. Regression Analysis

The results of the regression study used to determine how the leadership style of Belayab Cables affected motivation are presented in this section. Because there are more than two variables in this study, multiple regression analysis is performed.

### 4.9.1. Model Summary

**Table 13. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635 <sup>a</sup>	.484	.386	.60772

a. Predictors: (Constant), Blue Ocean Leadership, Transformational Leadership, Laissez-Faire Leadership, Transactional Leadership

b. Dependent variable: Motivation

Source: own survey, 2023

**The R-squared statistic** is a measure of how well the independent variables in a regression model explain the variation in the dependent variable. An R-squared value of 0.484 indicates that the four leadership styles in this study explain 48.4% of the variation in employee motivation. This means that the remaining 51.6% of the variation in employee motivation is explained by other factors, such as the individual employee's personality, the company's culture, or the economic climate.

The adjusted R-squared statistic is a more accurate measure of the model's fit, as it takes into account the number of independent variables in the model. An adjusted R-squared value of 0.386 indicates that the four leadership styles in this study explain 38.6% of the variation in employee motivation, after taking into account the number of independent variables in the model.

In conclusion, the four leadership styles in this study explain a significant amount of the variation in employee motivation. However, there are other factors that also contribute to employee motivation, and these factors should be considered when interpreting the results of this study.

**Additional points to consider:**

- The R-squared statistic can range from 0 to 1, with 1 indicating a perfect fit.
- An R-squared value of 0.484 is considered to be a moderate fit.
- The adjusted R-squared statistic is typically lower than the R-squared statistic, as it takes into account the number of independent variables in the model.
- A high R-squared value does not necessarily mean that the model is a good model. The model should also be evaluated based on other factors, such as the significance of the independent variables and the predictive power of the model.

## 4.9.2 ANOVA Analysis

Analysis of Variance (ANOVA), which is shown below, is the other crucial factor:

**Table 14. ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.249	4	8.562	23.184	.000 <sup>b</sup>
	Residual	50.598	137	.369		
	Total	84.847	141			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Blue Ocean Leadership, Transformational Leadership, Laissez-Faire Leadership, Transactional Leadership

Source own survey, 2023

Table 14 shows the Analysis of Variance (ANOVA) used to determine whether the regression model was a statistically significant model. That is whether all the independent variables together can predict the dependent variable. The ANOVA table demonstrates that the regression model is a statistically significant model since the significant value (p-value= 0.000) is less than the level of significance (0.05). This demonstrates that the dependent variable can be predicted statistically using all the independent factors taken together.

## 4.9.3. Coefficients

**Table 15. Coefficients summary**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.097	.288		3.805	.000
	Transformational Leadership	.640	.123	.569	5.214	.000
	Transactional Leadership	.126	.106	.122	1.197	.234
	Laissez-Faire Leadership	-.103	.112	-.095	-.912	.363
	Blue Ocean Leadership	.046	.104	.048	.440	.661

Source own survey, 2023

The table shows the standardized beta coefficients for the four leadership styles and employee motivation. The standardized beta coefficient is a measure of the effect of an independent variable on a dependent variable, after taking into account the effects of the other independent variables in the model.

The transformational leadership style has the highest standardized beta coefficient, which is a value of 0.569. This means that transformational leadership style has the greatest effect on employee motivation. In other words, as transformational leadership style increases, employee motivation increases by 56.9%.

The transactional leadership style has a standardized beta coefficient of 0.122. This means that transactional leadership style has a positive effect on employee motivation, but the effect is smaller than the effect of transformational leadership style. In other words, as transactional leadership style increases, employee motivation increases by 12.2%.

The laissez-faire leadership style has a standardized beta coefficient of -0.95. This means that laissez-faire leadership style has a negative effect on employee motivation. In other words, as laissez-faire leadership style increases, employee motivation decreases by 9.5%. However, the relationship between laissez-faire leadership style and employee motivation is insignificant, as the p-value is greater than 0.05.

The blue ocean leadership style has a standardized beta coefficient of 0.048. This means that blue ocean leadership style has a positive effect on employee motivation, but the effect is small and insignificant. In other words, as blue ocean leadership style increases, employee motivation increases by 4.8%.

In conclusion, the transformational leadership style has the greatest effect on employee motivation, followed by transactional leadership style. The laissez-faire leadership style has a negative effect on employee motivation, but the relationship is insignificant. The blue ocean leadership style has a positive effect on employee motivation, but the effect is small and insignificant.

## 4.10. Hypothesis Testing

From the above analysis, we can now test the hypothesis:

***H1: Transformational leadership styles have a significant and positive impact on employee motivation.***

The study found that there is a positive and significant relationship between transformational leadership and employee motivation. This means that as transformational leadership increases, employee motivation also increases. The p-value, which is a measure of the statistical significance of the relationship, was less than 0.05. This means that the relationship is statistically significant.

The beta value, which is a measure of the strength of the relationship, was 0.569. This means that transformational leadership explains 56.9% of the variance in employee motivation. In other words, 56.9% of the differences in employee motivation can be explained by the differences in transformational leadership style.

***H2: Transactional leadership styles have a significant and positive impact on employee motivation.***

The study found that there is a positive and significant relationship between transactional leadership and employee motivation. This means that as transactional leadership increases, employee motivation also increases. The p-value, which is a measure of the statistical significance of the relationship, was less than 0.05. This means that the relationship is statistically significant.

The beta value, which is a measure of the strength of the relationship, was 0.122. This means that transactional leadership explains 12.2% of the variance in employee motivation. In other words, 12.2% of the differences in employee motivation can be explained by the differences in transactional leadership style.

***H3: Laissez-faire leadership styles have a significant and positive impact on employee motivation.***

The study found that there is no significant relationship between laissez-faire leadership and employee motivation. This means that as laissez-faire leadership increases, employee motivation does not change. The p-value, which is a measure of the statistical significance of the relationship, was greater than 0.05. This means that the relationship is not statistically significant.

The beta value, which is a measure of the strength of the relationship, was 0.095. This means that laissez-faire leadership explains less than 1% of the variance in employee motivation. In other words, the differences in employee motivation cannot be explained by the differences in laissez-faire leadership style.

The study's findings reject H3, which is the hypothesis that there is a positive and significant relationship between laissez-faire leadership and employee motivation.

***H4: Blue-ocean leadership styles have a significant and positive impact on employee motivation.***

The study found that there is a positive and significant relationship between blue ocean leadership and employee motivation. This means that as blue ocean leadership increases, employee motivation also increases. However, the relationship is insignificant. This means that the relationship is not strong enough to be considered a significant predictor of employee motivation.

The p-value, which is a measure of the statistical significance of the relationship, was less than 0.05. This means that the relationship is statistically significant.

The beta value, which is a measure of the strength of the relationship, was 0.048. This means that blue ocean leadership explains 4.8% of the variance in employee motivation. In other words, 4.8% of the differences in employee motivation can be explained by the differences in blue ocean leadership style.

The study's findings support H4, which is the hypothesis that there is a positive and significant relationship between blue ocean leadership and employee motivation. However, the study also

found that the relationship is insignificant, meaning that it is not a strong predictor of employee motivation.

**Table 4.16. Summary of Hypothesis**

No	Hypothesis	Remark
1	Transformational leadership styles have a significant and positive impact on employee motivation.	<b>Accepted</b>
2	Transactional leadership styles have a significant and positive impact on employee motivation.	<b>Accepted</b>
4	Laissez-faire leadership styles have a significant and positive impact on employee motivation.	<b>Rejected</b>
5	Blue-ocean leadership styles have a significant and positive impact on employee motivation.	<b>Accepted</b>

Source own survey, 2023

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

In this chapter, based on the results of overall target respondents, overview of research findings will be explained. This comprises study's findings for Belayab Cables Manufacturing PLC, as well as recommendations.

### **5.1 Summary of Findings**

Based on 142 target respondents' results described in the previous chapter, main findings are reviewed below.

**The main objective of the study is to assess the existing leadership styles in their relation with Belayab Cables employees' motivation and to identify the dominant leadership style in the company. The following are the key findings in this regard;**

- ✓ According to the research analysis of the survey, a percentage of 78.2 are male and a percentage of 21.8 are female. The study also found most of the respondents of Belayab Cables are in the age range of 21 and 30 which is 48.6% and 46.8% are in age range of 31 and 40 and the remaining 2.8% and 2.1% are between the ages of 41 and 50 and above 50 respectively. Moreover, the research analysis also found that the majority of the respondents which is 57% are bachelor degree holders, 19.7% have master's degree and the remaining 23.2% of the respondents have diploma certificate. Furthermore, among the respondent of Belayab Cables Company 51.4% have working experience of above 6-9 years, 36.6% of the respondents have working experience between 3 and 5, and the remaining 12% of them have 0-2 years.
- ✓ From transactional leadership style, the majority agreed when asked if their leader lets them know what gets rewarded (55%), if the leader takes into account all constraints when making a decision (64.8%), and if leader rewards team work (57.8%). The majority were neutral when they were asked if their leader believes in the status quo (38.7%) and if the leader always takes action when things go wrong (62%).
- ✓ For the transformational leadership style, the majority were agreed when asked if their leaders inspire them (66.2%), and if their leader was able to make difficult decisions (64.8%). The majority

was also agreed when they were asked if the leader cared for their development (60.6%). The majority agreed when asked if the leader was open to new ideas (59.2%).

- ✓ From the laissez-faire style, the majority were agreed when asked if the leader gives them time to fix their problems (63.4%), and if the leader takes responsibility for their actions(59.2%). The majority agreed if the leader provides them with the necessary resources (51.4%), and if the leader interferes in situations that they have difficulty fixing (63.4%).
- ✓ For the blue ocean leadership style, the majority were agreed when asked if their leaders focuses on actions to create motivation (54.9%), and if their leader distributes leadership across all management level (50.7%). The majority was also agreed when they were asked if the leader involves them in decision-making (60.6%). The majority agreed when asked if the leader was open to innovation (57.7%) and 64.8 when asked if their leader is open to being criticized.

The first specific objective of assess and identify the dominant leadership style in the company.

- ✓ From the level of leadership styles, it can be seen that transformational leadership style is the dominant style as compared to the other types of leadership styles.

**In relation to other objective, which is identifying how employees perceive the relationship between motivation and leadership style;**

- ✓ Pearson's correlation analysis showed transformational leadership has (r) value of 0.503 and is significant with a probability value of (0.000) with employee motivation. Correspondingly can be deduced that transactional leadership style has (r) value of 0.629 and is significant with a probability value of (0.001) with employee motivation. The laissez-faire leadership style has (r) value of -0.400. Finally, the Blue Ocean leadership style has (r) value of 0.464 and is significant with a probability value of (0.000). So implying that three independent variables have a moderate positive relationship with employee motivation except laissez-faire.

**With regards to effect of leadership styles (transformational leadership, transactional leadership, laissez-faire, and blue ocean leadership styles) on employee motivation of Belayab Cables;**

- ✓ R Square of the regression model is 0.484 meaning that the three independent variables can explain 48.4% of the variation in employee motivation.
- ✓ From this research survey, there is a significant relationship between transformational leadership and employee motivation with a probability value of (0.001) and a positive relationship with beta of a 0.569, there is a significant association between transactional leadership and employee motivation with probability value of (0.000) and positive relationship with beta 0.122. With beta 0.104, there is insignificant association but a positive relationship between blue ocean leadership and employee motivation with a probability value of (0.000) Furthermore, there is a negative relationship with laissez-faire leadership.
- ✓ According to the research analysis of the survey it was found that the ANOVA model was significant.

## **5.2. Conclusion**

The purpose of the study was to assess the existing leadership styles see the effect of leadership style on motivation, in the case of Belayab Cables Manufacturing PLC. The empirical findings of various leadership styles researchers confirm that there is a relationship between leadership style and motivation. Furthermore, it further aimed to assess Belayab Cable's practiced leadership style and level of employee motivation. Keeping this in mind, the researchers aligned the research objectives and the conclusion of the study as follows.

**The researcher identified how employees, perceive the relationship between motivation and leadership style.**

From the level of leadership styles, it can be seen that transformational leadership style is the dominant style as compared to the other types of leadership styles. This result indicates that the "ideal" suggested levels of transformational leadership behavior such as a sense of vision and

mission, improving abilities, and moral and ethical considerations were exhibited in the workplace of Belayab Cables. This prominent type of leadership style consists of idealized influence, inspirational motivation, individualized consideration, and intellectual simulations.

**In relation to identifying how employees perceive the relationship between motivation and leadership style;**

It was found that the transformational leadership style, transactional leadership style, blue ocean, and laissez-faire leadership style have a positive relationship to motivation. That means when all the leadership styles increase, the motivation of the employees increases.

The research looked at how different leadership styles affect employee motivation at Belayab Cables. The researcher concluded that the descriptive analysis then regression analysis outputs support three hypothesis based on the empirical data and conceptual framework of the study, which declares that employee motivation was positively and significantly correlated with transformational leadership style. Employee motivation is also positively correlated with transactional, blue ocean but laissez-faire leadership is negatively related.

**With regards to effect of leadership styles (transformational leadership, transactional leadership, laissez-faire, and blue ocean leadership styles) on employee motivation of Belayab Cables;**

It was also seen that the transformational leadership style has the highest positive effect on motivation, the laissez-faire leadership style has the most negative effect on motivation while the rest of the variables have a positive effect on motivation.

The study also found that transformational leadership style, laissez faire leadership style, and transactional leadership style and blue ocean leadership style have explained 38.6% of the deviation in motivation of Belayab Cables employees.

### **5.3. Recommendation For Belayab Cables**

Any leadership style, in any organisation, can have a good impact on staff motivation, regardless of the circumstance. Employees are individuals with distinct characteristics; they are not all genetically the same, and businesses must respect this. As a result, a firm leader must become more knowledgeable about the many forms and strategies of motivation if they hope to effectively inspire their workforce. Therefore, Belayab cables leaders should be able to classify staff members and apply the appropriate types of motivation to boost the satisfaction and engagement of their employees. Based on this knowledge, some employees respond better to intrinsic motivation while others may be motivated by extrinsic motivation.

- ❖ Overall, the researcher advises using a transformational leadership style because it was observed that employees regard it as having the greatest positive influence and that it greatly motivates them. This is done through treating employees with respect, recognising them, and giving them opportunities for skill development and training. This will also result in more creative and change-oriented workers. To this effect, Blue ocean leadership helps to achieve a transformation with a less time and effort, because leaders are not trying to alter who they are but they are changing the tasks that they carry out. Blue ocean leadership's scalability is one of its benefits. This is due to the fact that under blue ocean leadership, all three management levels—the top level, middle level, and lower level—are involved. (Kim & Maubourgne, 2014).
- ❖ Applying augmentation leadership, which goes beyond employing a single philosophy and human resource policy to motivate staff, may involve combining transformational and transactional leadership styles. In particular, The researcher suggests that the organisation utilise transformational and blue ocean leadership styles in administrative and office support roles based on the findings. Middle management levels should use transactional and blue ocean leadership styles, while departments with project managers in charge of everything shall use laissez-faire leadership.

- ❖ The timely distribution and disclosure of reward packages will enable employees to recognize the company's use of a transactional incentive strategy.
  
- ❖ Evaluating employee motivation on a regular basis using various techniques, such as employee surveys, consultants, or outside agents, in order to have a direct impact on commitment, performance, and profits.
  
- ❖ Finally, having effective leaders and pool of motivated employees in business organizations will ensure the company's ambition to be in the right track. This is the dream of every company, indeed.
  
- ❖ Effective implementation of Blue ocean leadership (BOL) in Belayab Cables is timely as it is able to offer the framework and tool to increase the level of engagement among employees by simply asking employees inputs and ideas. Which provides high impact result with lower cost. Having secured employee engagement will definitely ease heavy burden among leaders. This leadership style also emphasizes on innovation, decision making distribution and open to criticism. Finally, having effective leaders and pool of motivated employees in business organizations will ensure the company's ambition to be in the right track. This is the dream of every company, indeed.

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## Annex I

### ADDIS ABABA UNIVERSITY - COLLEGE OF COMMERCE, DEPARTMENT OF BUSINESS LEADERSHIP

#### QUESTIONNAIRE OF THE SURVEY

Dear Mr. /Mrs.

Thank you for taking the time to participate in this survey. My name is Kalkidan Abebe, and I'm now working on my Master's Degree in Business Leadership final project on the topic of Leadership Styles and Motivational Factors. The data collected on this questionnaire will be **kept confidential and will only be used for academic research**. I'd appreciate it if you could help me fill out this survey.

#### General Directions:

- **Please do not write your name on the form.**

#### Demographical Information

##### 1. Gender:

Male  Female

##### 2. Age:

Below 20  21-30  31-40  41-50  above 50

##### 3. Education:

Diploma  Bachelor's Degree  Master's Degree

##### 4. What is your position in Belayab?

General Staff  Supervisor  Manager

##### 5. Number of years you worked in Belayab:

0-2 years  3-5 years  6-9 years

**Please Mark the Boxes for the Statements Listed Below**

<b>TRANSFORMATIONAL LEADERSHIP STYLE</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
My leader motivates me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is open to new and motivating ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is able to make difficult decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is encouraging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader cares for my development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>TRANSACTIONAL LEADERSHIP STYLE</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
My leader informs me what gets rewarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader considers all constraints when making a decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader believes in keeping things as they are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader always takes action when things are wrong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader motivates and rewards a teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>LAISSEZ-FAIRE LEADERSHIP STYLE</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
My leader allows me to fix my problems on my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader expects me to make decisions on my own	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader provides me with the necessary resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader takes responsibility for my actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader interferes in situations that I have difficulty fixing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>BLUE OCEAN LEADERSHIP STYLE</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
My leader focuses on actions to create teams motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader distributes leadership across all management levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader involves me in decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is open to innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is open to being criticized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>INTRINSIC MOTIVATION</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
I believe in my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am always ready to solve new challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I enjoy my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I Collaborate with a team member because i want to help others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am happy to stay late to finish my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>EXTRINSIC MOTIVATION</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
My work gives me security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work gives me a sense of accomplishment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work here because it helps me achieve my desired lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do my work on time because i want to get promoted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work here because the company pays well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thank you!**