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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

POST GRADUATE PROGRAM

THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE'S MOTIVATION:

IN THE CASE OF KAKI MOTORS

A Research Project Submitted to office of Graduate Studies of Addis Ababa University School
of Commerce in Partial Fulfillment of the Requirements for the Degree of

Master in Business Leadership

By: Eden Teklay

Advisor: Dr. Solomon Markos

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Addis Ababa, Ethiopia

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APPROVED BY BOARD OF EXAMINERS

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

DECLARATION

This is to certify that this Project work entitled "The Influence of Leadership Styles on Employee's Motivation: In the case of KAKI Motors" is my own original work and has not been submitted for a degree of any other University with every material used have been duly acknowledged.

Declared by:

Name

Signature

Date

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This is a great chance to give thanks to all who were by my side in every step I took. First and foremost I would like to thank My Lord God for being my ROCK, my Faith, giving me hope to walk when I was weak and tired, for showing me that I could always count on you. And a special thanks to my parents specially my Mother for always being there when I needed you for showing me your love I am always grateful to you. And to my Sister Haymi for the support and love you showed me. Thank you!

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ABBREVIATION

MLQ	Multifactor Leadership questioner
WEIMS	Workplace Extrinsic and Intrinsic Motivation Scale
SPSS	Statistical Package for the Social Sciences
Sig.	significant
Std. Deviation	Standard deviation

ABSTRACT

The main objective of the study is to examine the influence of Leadership style on employee's motivation. For this study quantitative approach was used through close-ended questions in order to group their responses in to the categories within the study by choosing respondents based on convenience and purposive sampling techniques and a total of 50 respondents completed the Multifactor Leadership questioner (MLQ) and Workplace Extrinsic and Intrinsic Motivation Scale (WEIMS) survey questionnaires which was done on the Head office of the company found around Megenagna-Gerji. Both descriptive and inferential analysis was done to analyze the responses. The demographic analysis shows that most of the respondents were found to be Female. The descriptive statistics indicated that Transformational leadership style to be the dominant leadership style at the organization followed by Transactional leadership style both indicating to have a strong positive relationship with the dependent variable Motivation while, Laissez-faire leadership style found to be insignificant as shown on the correlation statistics. In the regression analysis Transformation leadership style was still found to have better influence than the remaining two leadership styles. Mean score of the motivation level showed that employees were rather motivated extrinsically than intrinsically. Which according to this it is recommended that leaders in KAKI Motors should follow Transformational leadership style by hiring transformational leaders within the company considering the employee's motivation was proved to be extrinsic their drive for motivation needs to change. So, it is a good way for leaders to share the vision of the company and to what objective they are striving for to achieve success.

Keywords: *Transformational Leadership, Transactional Leadership, Laissez-faire leadership, Intrinsic motivation, Extrinsic motivation.*

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CHAPTER ONE

INTRODUCTION

In this chapter the research problems and the related research questions to be answered and objectives to be achieved will be introduced. Including the background of the study, statement of the problem, significance of the study, scope and limitation of the study, and finally organization of the paper.

1.1 BACKGROUND OF THE STUDY

Leaders face challenges in motivating employees for the better achievement of organizational success. Therefore, leaders should have an idea of what motivation is and what kind of motivations their employees need. Motivation is an essential part of success and business prosperity in the existing dynamic and competitive market. It comprises of an individual's internal characteristics and the external factors that include job factors, individual differences and organizational practices (Gopal & Chowdhury, 2014). Motivation is the force that drives individuals to accomplish their objectives (Ingvarson, 2009).

Leadership has been defined by many scholars in different time zones all over the world. In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large (Iqbal, Anwar and Haider, 2015).

Leadership has been a subject of much debate and deliberation and how the different styles of leadership evoke different responses from followers. In corporate context the dynamics of these two entities 'the leader' and 'the led' play a key role in shaping the destiny of the organization (Gopal, & Chowdhury, 2014). Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision making power (Iqbal N et al., 2015).

The different styles of leadership have a great influence on motivation since the way to motivate employees differ from person to person, organization to organization because of their personal traits and beliefs and also the organizations culture. According to Guay (2010), motivation simply can be defined as the act of providing motive that causes someone to act.

Motivation is defined as the reasons underlying behavior. Leaders should be aware of which leadership style is suitable with the organization's culture and identify whether intrinsic or extrinsic motivation is in need.

This study is important for many people and organizations. This study may help them to apply suitable leadership style in order to achieve the goal of organizations. Furthermore, they may enhance the concept of leadership in order to understand the style of leadership. In this case the study examines the motivational factors on the employees of KAKI Motors using a questioner as an instrument to measure the factors of motivation.

1.2 BACKGROUND OF THE ORGANIZATION

KAKI Motors was initially set up as a single business entity in 1997 engaging in freight transport sector as a sole proprietor owned by Mr. Kahsay Kidanu, now a major Shareholder of KAKI plc. Later, it was incorporated as a plc in 2003 by Ethiopian family shareholders with a registered capital of ETB 13 Million. Since its establishment the company has been making continuous growth and expansion by engaging in diversified business. Currently, KAKI is providing high quality products that are mainly tailored to import and export trading, manufacturing of dry land cargo bodies and parts, sesame, and cereal cleaning services, and dry Cargo transport services.

VISION: to become the best importer, exporter and automotive engineering company in east Africa.

MISSION: to provide brand new vehicles and spare parts, locally manufactured dry cargo body, heavy truck trailer fabrication dry land freight service and parts, assembled vehicles with the motto of quality customer service, and, export best quality organic coffee, sesame, pulses, grains and other oil seeds and thereby promote Ethiopian products in the international markets by establishing a partnership with our clients to understand, agree and meet their changing business requirements through our competent work force and managerial skills.

1.3 STATEMENT OF THE PROBLEM

Many researches were done regarding leadership styles but little researches concerning the influence of leadership styles on employee's motivation especially concerning the national sectors. KAKI Motors is a company that is mainly engaged in freight transport sector, provides high quality products in import and export trading and manufactures dry cargo bodies and parts other than that the company exports coffee and sesame and gives dry cargo transport services.

The intention of this research is to find out the dominant leadership style in the organization to understand what approach have been used until now and what could be done to improve the motivation of employees, to determine the level of intrinsic and extrinsic motivation of employees this helps to understand with what intention employees of KAKI are driven to do their part of job and what relationship these leadership styles have with employee's motivation.

The result of this study would help organizational leaders to determine which styles to adopt so that the employee's are more committed and motivated to have a better engagement and connection with the organization. Adopting the appropriate style for the organization will help the performance and productivity of the organization.

While physiological needs were enough to motivate people in the past, Creech, R. (1995) claims that today's employees are looking for higher needs to be satisfied. This shows that leaders should really know what their employees need by being attentive and encourage to help them be productive in their work environment.

From what have been already said above and not understanding what employees want and not knowing what would motivate them is a huge problem that needs attention since the human resource is the greatest weapon an organization could use for its well being and success of the future. So the major problems found on the organization used for this study that is KAKI Motors in motivating employees using the current dominant leadership styles in use are: having poor connection with the employees to understand what they need and what motivates them because the attention of leaders were fully focused on accomplishing the task at hand and forgetting to drive employees to accomplish their best in the work place which is return is causing a high turnover within the company, inappropriate leadership styles that goes well with

the employees behavior that is from not understanding if employees drive for work is from within them or only because of external factors because of the lack understanding on the type of motivations there are and how to comprehend them with the leadership styles that goes with the organization.

1.4 RESEARCH OBJECTIVES

As research is guided by an objective, this section presents the intended outcomes of this study. In this study main problem under study is to identify and analyze the effect of leadership styles on employees' motivation. Hence the main objective and specific objectives that elaborate this research are presented below:

1.4.1 GENERAL OBJECTIVES

The objective of this research is to examine the influence of leadership styles on employee's motivation of KAKI Motors.

1.4.2 SPECIFIC OBJECTIVES

The specific objectives of the study are:

- To identify the dominant leadership style in the organization.
- To determine the level of intrinsic and extrinsic motivation of employees.
- To determine the relationship between leadership style and employees motivation.
- To examine the effect of leadership style on employee's motivation.

1.5 RESEARCH QUESTION

- What leadership style is the organization following?
- Are employees intrinsically or extrinsically motivated?
- What is the relationship between leadership style and employees motivation?
- What are the major influences leadership styles have in motivating employees?

1.6 SIGNIFICANCE OF THE STUDY

This research sought to investigate and understand the impact of different leadership styles (transformational, transactional and laissez-faire) and their effects on employee motivation in the organization. This research will be beneficial to identify which leadership style is good for employees in terms of motivation for the success of their career and achieving the organization's vision. The research can provide information to KAKI motors on how their leadership style is affecting employees and can be of help to identify which leadership style will be appropriate to be effective.

It can be beneficial for leaders to understand which types of leadership style impacts on employee's motivation for a better performance and how employees can also be motivated through proper leadership. It helps as a reference to similar companies in identifying appropriate leadership styles that can improve performance of the company and lead the company to success. Adoption of the appropriate style will help induce trust and loyalty for the organization.

1.7 SCOPE OF THE STUDY

This study aims at studying the leadership styles that are transformational, transactional and laissez faire styles and the influence these leadership styles have in motivating employees, the two different types of motivation that are intrinsic and extrinsic which are the reasons that gives rise to an action. This study used quantitative analysis by collecting the questionnaires that are close-ended questions from the respondents in order to group the responses and come to a conclusion. The study is descriptive and explanatory in nature and it was restricted on the permanent full time white collar employees working in the head office of the chosen organization for this research that is KAKI motors. This company's (KAKI motors) head office is located around Megenagna-Gerji at Bole sub city with branch offices at Legahar, Alemgena, Kality and other 5 branches at regional cities: Mekelle, Hawassa, Diredawa, Bahirdar and Adama and another vehicle storage yard in Djibouti. From which this study was done on the company's head office at Megenagna- Gerji.

1.8 LIMITATION OF THE STUDY

The study faced the following limitations:

There is little literature relating specifically to transformational, transactional and laissez fair leadership style and the effect it has on employee motivation, both nationally and globally, the number of sample size were limited to the Head office of the company due to availability and only permanent full time white collar employees of the company were selected for the research due to employees capability to answer the questionnaires prepared, this study was done in a very short period of time which made it hard to do further research on the topic and as a result the geographical scope of the study was limited to the head office of the company which will lack in representing the whole company.

1.9 DEFINITION OF TERMS

Leaders: are agents of change, person whose acts affect other people more than other people's acts affect them (Stogdill, 1974).

Leadership: Leadership is the capacity of a person to impact the conduct of a gathering to accomplish organizational objectives. Leadership occurs when one group member modifies the motivation or competencies of others in the group (Robbins, 2001).

Leadership Style: is the pattern of interactions between leaders and subordinates that includes controlling, directing all techniques and methods used by leaders to motivate subordinates to follow their instructions (Miller et al., 2002).

Motivation: is an act or process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviors, needs, and desires (Elliot, 2001).

1.10 ORGANIZATION OF THE STUDY

The research covers five chapters. The first chapter contains the background of the study, statement of the problem, the general and specific objectives of the study, the research questions, and significance of the study, scope of the study, limitation of the study, definition of terms and organization of the paper. In the second chapter existing literatures related to the study were reviewed and the conceptual framework. The third chapter presents the research methodology used in this research project. In the fourth chapter the data presentation analysis and discussion will be provided. Finally, Chapter five will end the research project with summary of the findings, conclusions, set of suggestions and finally will provide implication for future research.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

This literature review part is to provide a summary of previous related studies and various literatures on the research problem areas. The available literature is aimed to review the major concept and research problem related with this research topic. Its intent is to answer the research questions and contribute to the emergent knowledge base on the use of leadership styles to motivate employees.

2.1 THEORETICAL REVIEW

2.1.1 THE CONCEPT OF LEADERSHIP

Leadership is an interaction between members or a group. Leaders are agents of change, persons whose acts affect other people more than other people's acts affect them. Leadership occurs when one group member modifies the motivation or competencies of others in the group (Stogdill, 1974). Leadership is the exercise of influence by one member of a group or organization over other members to help the group achieve its goals (Jennifer George & Gareth Jones, 2005).

leadership is the ability to influence the ways people think and feel to the point that they take decisive and responsible action. Leadership is selling ideas, motivating teams, gaining commitment, modeling behavior, engaging in dialogue, aligning organizations, and getting results (Alan, 2015).

According to Chester Barnard (1938) defines leadership as the ability of a superior to influence behavior of subordinates and persuade them to follow a particular course of action. While Koontz, and O'Donnell (1976), put it as "influencing people so that they will strive willingly towards the achievement of group goals".

For years, leadership has been a subject of discussion on how leadership and the different styles cause different responses from followers and its impact on how employees perform.

Leadership and motivation are highly linked to one another since a leader is expected to motivate followers.

2.1.2 LEADERSHIP STYLES

According to Robbins (2001), Leadership is the capacity of a person to impact the conduct of a gathering to accomplish organizational objectives. Leadership occurs when one group member modifies the motivation or competencies of others in the group. Miller et al. (2002) view leadership style as the pattern of interactions between leaders and subordinates. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions.

Leadership is a dynamic process whereby one man influences others to contribute voluntarily to the realization and attainment of the goals objectives; aspiration of values of the group that is representing the essence of leadership to help a group or an Organization to attain sustainable development and growth (Cole, 2005). As Katrina (2016) explains, leadership is described as an act of influence; while some view it as a process; others describe it as the quality or trait of an individual. Authority is the process of having others report to a person that is being the boss in an organization.

A leadership style depends on the situation of the company like nature of the task, the culture, objectives, availability of resources and also the general environment. Different combinations of leadership styles are appropriate depending on factors such as skill and experience, locus of control, task structure and team dynamics (McShane, Travaglione & Olekalns 2009).

2.1.2.1 TRANSFORMATIONAL LEADERSHIP STYLE

Frances and Cohen (1999) defined transformational leadership as the ability to get people to improve, to change and to be led. It involves assessing associates motives, satisfying their needs and valuing them. Transformational Leadership, because of the components of idealized influence, inspiration, intellectual stimulation and individualized consideration, has been suggested as the optimum style for managing change (Burns, 1978).

Bass (1985), believed that transformational leaders motivate their followers to produce changes beyond expectations. He viewed them as leaders who have powers on employees with individual considerations, inspirations, intellectual stimulations, and personal development. Transformational leaders give their followers a reason to strive for by placing great value on the vision of the organization. Transformational leadership is the most preferred type of leadership theory by many organizations, and it involves engaging everyone in the decision-making (Bass, 2000).

Transformational leaders are aware of their subordinates and the capability to building a consensus amongst the subordinates. Such leadership style depends on explaining the vision to the subordinates in a meaningful way to propel them to attain the organizational objectives (Bass, 2000). Leaders can motivate their followers through values and emotions. Researchers have also found transformational leadership to enhance the effectiveness of leadership beyond the levels achieved with transactional leadership (Bass, 2000). The most fundamental aspect of successful leadership is getting everyone involved in the process of leading.

2.1.2.2 TRANSACTIONAL LEADERSHIP STYLE

Transactional leaders can be identified by those leaders who perform transactions among their constituents. Transactional leaders operate within existing systems, they believe in delivering penalties for noncompliance of requests (Bass & Avolio, 1993). Transactional leadership is a style of leadership which focuses on exchanging one thing for another. Avolio et al (1991) conclude that transactional leaders clearly define, communicate and explain how the work should be done. The rewards that will be made if the requirements of the work are met are also clearly communicated.

Gobal, R. & Chowdhury, G. (2014), The locus of the relationship is on an exchange. Each party to the exchange recognizes the value of the exchange as well as the value of the relationship, but these bargainers have no reason to remain together subsequent to the exchange. There is nothing enduring about their relationship; no actual engagement has occurred. That is, transactional leaders expect certain work behaviors from their subordinates who are compensated for these behaviors by both monetary and nonmonetary rewards

Conger and Kanungo (1998) noted that the transactional leaders have three primary characteristics which are:

First, transactional leaders work with their team members to develop clear, specific goals and ensure that workers get the reward promised for meeting the goals.

Second, they exchange rewards and promises of rewards for worker effort.

Third, transactional leaders are responsive to the immediate self-interests of workers if their needs can be met while getting the work done.

Transactional leadership encourages specific exchanges and a close connection between goals and rewards. Therefore, employees are not motivated to give anything beyond what is clearly specified in their contract. This is especially troubling for knowledge employees for whom it is much more difficult to specify complete job descriptions in advance (Yaser Mansour, 2012).

2.1.2.3 LAISSEZ-FAIRE LEADERSHIP STYLE

In this leadership style, leaders are not involved with their subordinates or followers. This style is characterized by the absence of leadership style. Laissez-faire leaders do not make group-associated decisions and policies. Subordinates or followers are responsible for making all the decisions and solving problems. Laissez-faire leaders do not have authority or have little authority within their organization. The major functions of this leadership style include trusting members to make appropriate decisions and hiring the trained employees. The role of this leadership style includes problem solving and self-monitoring along with producing quality products and services. Laissez-faire leaders are highly successful and their followers are self-directed as they are not critically instructed by their leaders at every step (Dana Al Rahbi et al., 2017).

However, Gobal, & Chowdhury, G. (2014), defined this leadership style as a delegative leadership, it is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. This style of leadership implies that someone in the position of a leader does not fulfill leadership responsibilities and practically does not engage or involve in any meaningful transactions whatsoever. This leader does little or nothing to affect either the

followers or the outcomes of their behaviors. Passive or avoidant leadership describes the leaders who avoid getting involved in the work progress and decision making. They would not like to clarify agreements and expectations of work for the followers. Goals and standards of tasks are not clearly presented for the followers. This leadership style consists of passive management by exception leadership and are seen as withdrawn and uninvolved. Leaders who display passive management-by-exception will not interfere into problem solving until followers suffer from certain serious deviations or wrongs. Robbins (2007), explains laissez faire leadership style as a style that abdicates responsibilities and avoids making decisions.

This leadership style is suitable for organizations that have long-term employees. It is, however, not suitable for environments that require direction, quick feedback and praise (Uhl-Bien & Marion, 2009). The disadvantages of this style include lack of awareness, as it leads to poorly defined work roles. The leader provides minimal guidance, due to which group members are often not sure of their job roles and responsibilities (Dana Al Rahbi et al., 2017).

2.1.3 MOTIVATION

Nowadays every scholar defines motivation in their own wording for explanation. It may include the words like desire to do the work, aim, motives and needs etc. Actually the word motivation is extracted from Latin word ‘To Move’ (Farid, Taswar, Shahid and Abdul, 2014). Motivation in general is a broad term that has been defined in many ways with in the years and will continue to be further defined in the future because the main resource in a company to make it successful and achieve its goal and to keep it that way for many years to come is the human resource and motivation is the greatest tool or can be referred as a fuel in having control over this resource. According to Elliot (2001), Motivation is an act or process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviors, needs, and desires.

Motivation has been defined as “the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings”. Employee motivation at work is considered as an essential drive as it generates effort and action towards work-related activities, an employee’s willingness to spend the energy to achieve a common goal or reward. When an employee is motivated, he or she shows enthusiasm and eagerness towards the work and a strong determination to implement and accomplish the work tasks (Moran 2013).

It is not an exaggeration to say motivation is the core to being successful. A motivated person is likely to willingly put more effort into doing a task and a good result is within expectations. When goals are achieved, it drives a feeling of being satisfied and enjoyment for the employees and creates a positive working attitude in the workplace. (Linh Nguyen 2017).

Motivation is important to both an individual and the organization. For an individual, motivation is an essential factor that encourages a person to achieve his/her personal goals. Within an organization, motivation is said to be a factor that leads to employee satisfaction. Also, motivation inspires a person to widen his/her knowledge, to explore and unleash his/her full capabilities and potential. Correspondingly, from the organizational aspects, motivation leads to a positive attitude in the workplace, easy adaptation to changes and more creativity. The more motivated the employees are, the more contribution they bring, thus the more profitable and successful is the business (MSG Experts 2017).

According to Maslow's (1943) theory of hierarchy of needs, people are mainly motivated once their unmet needs are met. According to Maslow, people are motivated by their unsatisfied needs, considering that the lower needs must be satisfied before their higher needs. Motivated employees seek better ways to improve their performance in quantity and quality and are more likely to produce better quality work. Motivational behavior is as an approach in which a person wants to experience a positive outcome.

Manzoor (2011), states that companies are also facing challenges in employee retention. Acknowledging the important role of employees and the huge influence they bring towards organizational effectiveness, companies are trying to retain employees by creating motivation and a healthier workplace. This is very important because if the personnel are not focused well, it associates with a decline in business productivity and effectiveness. Unless and until the employees are motivated and satisfied, an organization cannot foster to success.

There are different types of motivation based on the different reasons or goals that give rise to an action. The most basic distinction is between intrinsic motivation, which refers to doing something because it is inherently interesting or enjoyable, and extrinsic motivation, which

refers to doing something because it leads to a separable outcome. Over three decades of research has shown that the quality of experience and performance can be very different when one is behaving for intrinsic versus extrinsic reasons (Ryan and Deci, 1985).

2.1.3.1 INTRINSIC MOTIVATION

Many leaders think that materialistic rewards are enough to motivate their employees but it is not and money alone will not do the impact in motivating employees while the leader is ignoring individual's needs to contribute to the organizations and make meaning out of what they do (Morse, 2003). Ryan & Deci (2000), The execution of intrinsic motivation results in higher production as well as self-actualization. Intrinsic motivation involves taking an action to satisfy some inherent desire or need rather than for a certain reward. Factors that trigger intrinsic motivation include challenge, control, recognition, and cooperation which are psychological rewards. This kind of motivation should be what leaders should try to instill within their employees by recognizing their accomplishments and involving them in activities that gives them a sense of importance.

The notion of intrinsic motivation is closely related to intrinsic value. Intrinsic motivation refers to motivation that is animated by personal enjoyment, interest, or pleasure (Guay et al., 2010). Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards (White, 1959).

In humans, intrinsic motivation is not the only form of motivation, or even of volitional activity, but it is a pervasive and important one... ,intrinsic motivation exists within individuals, it exists in the relation between individuals and activities. People are intrinsically motivated for some activities and not others, and not everyone is intrinsically motivated for any particular task (Ryan & Deci,2000).

2.1.3.2 EXTRINSIC MOTIVATION

According to Ryan & Deci (2000), although intrinsic motivation is clearly an important type of motivation, most of the activities people do are not intrinsically motivated. So, extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcome. However, these researchers state that unlike some perspectives that view extrinsically motivated behavior as invariantly non-autonomous, extrinsic motivation can vary greatly in the degree to which it is autonomous. An employee who does the work only because of fears of negative reinforcements for not doing it is extrinsically motivated because the work is done in order to attain the separable outcome of avoiding negative reinforcements. Similarly an employee who does the work because of personal believes of it being valuable for a chosen career is also extrinsically motivated because it is done for its instrumental value rather than finding it interesting. Both examples involve instrumentalities, yet the latter case entails personal endorsement and a feeling of choice, whereas the former involves mere compliance with an external control. Both represent intentional behavior, but the two types of extrinsic motivation vary in their relative autonomy.

According to Ryan & Deci (2000), this kind of motivation causes an individual to perform an action to gain some tangible rewards, such as job security, promotion, pension, higher salary, and a good working environment. However, extrinsic motivation is difficult to sustain as it often diminishes once the reward is not available or is reduced in value.

2.2 EMPIRICAL REVIEW

2.2.1 LEADERSHIP AND MOTIVATION

Leadership has a great impact in motivation employees and maximizing the success of the organization. Employee motivation is the most vital managerial function. The type of leadership style adopted by the organization has an effect on the motivation level of the employees. Leaders and their teams should dedicate themselves to the role and purpose of the organization by clearly explaining the organization's goals and objectives constantly for achieving success. Various reasons why people dislike their work are restrictive policies, poor supervision, poor working conditions, low salary, or lack of security of the job (Walumbwa & Hartnell, 2011).

Many scholars have identified transactional and transformational types of leadership as the most effective in motivating teachers and employees in general. The transactional leadership style motivates many employees to give their all in their jobs. While, the transformational leadership style gives room for experimenting to determine the best methods of management. Transformational leaders are often referred to as risk-takers. organizations in which leaders use a laissez-faire type of leadership tend to perform poorly, as this approach to leadership does little to motivate employees (Cemaloglu et al., 2012).

2.2.2 THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE MOTIVATION

In using transformation as a leadership style a leader needs to make clear the mission and vision of the organization to the employees in order for them to strive for those goals to be achieved. Bass and Avolio (1994), propose four dimensions of transformational leadership; Idealized Influence, Inspirational Motivation, Individualized Consideration and Intellectual Stimulation.

Inspirational Motivation: includes the urge of leader to followers for attaining goals through describing the goals in attractive and compensating manner, which motivate employees.

Idealized influence: means being a role model in front of employees and ready for sacrifices for the good of whole group. Leaders have high level of ethical conduct and do anything for the team.

Individual Consideration: includes attention, encouragement and support of leader to followers.

Intellectual Stimulation: conclude that leader enable the followers for probing the problems in a new way that is easy and creative.

Theory of transformational leadership is very important in field of leadership and many studies show that there is positive relationship of transformational leadership and other dependent variable like satisfaction, commitment, motivation and performance of the employees (Kane & Tremble, 2000; Lowe, Kroeck and Sivasubramaniam, 1996).

Cheung & Wong (2010) state that there is positive relationship between transformational leadership and employee creativity. Transformational leadership is related with positive conduct of employees including duty performance and numerous actions of organizational citizenship behaviors (Podsakoff, Philip, Scott, Julie and Daniel, 2000).

The transformational leadership style is not effective for all types of people, as it is also not a great fit for all followers. If not rightly placed Transformational leadership style might be considered as the leader being simply being self-promotional. Leaders need to read their followers to get a feel for whether they will respond positively to the transformational leadership style that aims to motivate from within since it focuses on intrinsic motivation intending to get the job done.

Transformational leadership can be beneficial to the organization. According to Afshari, Siraj, Ghani and Alfashri (2011), transformational leadership increases creativity, intrinsic motivation, psychological empowerment, and supports innovation, which are all crucial in increasing performance. The study explained that transformational leaders value the feelings (intrinsic motivation) of their employees. The leaders seek to develop their employees' self confidence, help them to grow as individuals, and show them different ways through which they can achieve their goals. By doing this, the leaders increase the interest of their employees in their work that eventually results in the development of intrinsic motivation.

2.2.3 THE RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP AND MOTIVATION

The transactional leadership style is highly effective when you're working with a team of goal-oriented employees and there's a clear and achievable goal at hand. The promised reward will motivate the team to achieve the goal in place. transactional leader motivates followers with the promise of a tangible reward (Tami, 2017).

As Robbins (2007) explains Transactional leaders use social exchange for transaction.

Abdul & Husniah (2012), show how transactional leaders perform using contingent rewards and management by exception:

Contingent Reward: These rewards are connected to the performance of the employee. If employee puts efforts it is recognized by the rewards. The rewards which an employee gain on

the accomplishment of a target is contingent reward. The leader communicates to followers (employees) that what have to do to receive the rewards they judge (Robbins, 2007) .

Management by Exception (active) It takes the notice of any deviations from the rules and regulations, and if there is it takes the action for correction. Whenever there is deviation from the rules and regulations management but expectation happens and the actions for corrections are also taken. The leader fallow followers to work on the mission and does not interfere unless goals are not being achieved in a proper time and at the reasonable cost. Transactional leadership means the leaders or the bosses who leads primarily by using social behavior exchanges for maximum benefit at low cost. Because leaders motivates their employees to perform their duty to show their responsibilities.

Management-By-Exception (Passive): intervenes only if standards are not met. This implies that the relationship under this leadership style is based on transaction between the leaders and followers are reward punishments, reciprocity, exchanges (economic, emotional, and physical) and also following the rule and regulation that will imply that the leaders are inflexible. That means focuses on the accomplishment of tasks & good worker relationships in exchange for desirable rewards(Bass, 1990).

To know their goals, to know their needs so reward of their work can be achieved. In Transactional leadership style if you are working very well than you will be rewarded due to good work and if you are not showing your commitment with your organization you will be punish. Leaders also helps the subordinate that how to perform work for the organization and how to accomplish the organizational goals (Robbins, 2007).

2.2.4 THE RELATIONSHIP BETWEEN LAISSEZ FAIRE LEADERSHIP AND MOTIVATION

The French term *laissez faire* translates roughly to “let it be.” A laissez faire leadership follows suit, with the leader allowing operations to unfold largely in the hands of his employees. In practice, this means lots of delegation, with decision-making abilities being passed from the leader to his subordinates(Tami B., 2017). According to her journal a laissez faire leaders doesn't mean not doing any work instead, consistent feedback, analysis and recommendations for improvement are expected from the leaders to be effective. But this type of leadership doesn't

just work on all kinds of employees it expects highly skilled, trustworthy employees who have a clear understanding of a project's overall goal.

Which shows that for this leadership style to work employees are expected to be intrinsically motivated to fulfill what is expected of them without the leader motivating and directing them.

As Deluga (1992) puts it, laissez-faire leadership style is associated with unproductiveness, ineffectiveness and dissatisfaction. According to Bass & Avolio (1997) and Hartog & Van Muijen (1997), laissez faire leaders avoid making decisions, the provision of rewards and the provision of positive/negative feedback to subordinates. Which affects the motivation of employees because the leader is not there to show and guide them and cuts the communication and relationship between the leader and the follower.

2.2.5 CONCEPTUAL FRAMEWORK

This conceptual frame work was developed based on literatures of different researches of related studies. From these researches Gobal, R. & Chowdhury, G. (2014) and the studies of Bass and Avolio's from their different year researches were put to use as an addition with others findings of other researchers regarding the influence of Leadership styles on employee's motivation.

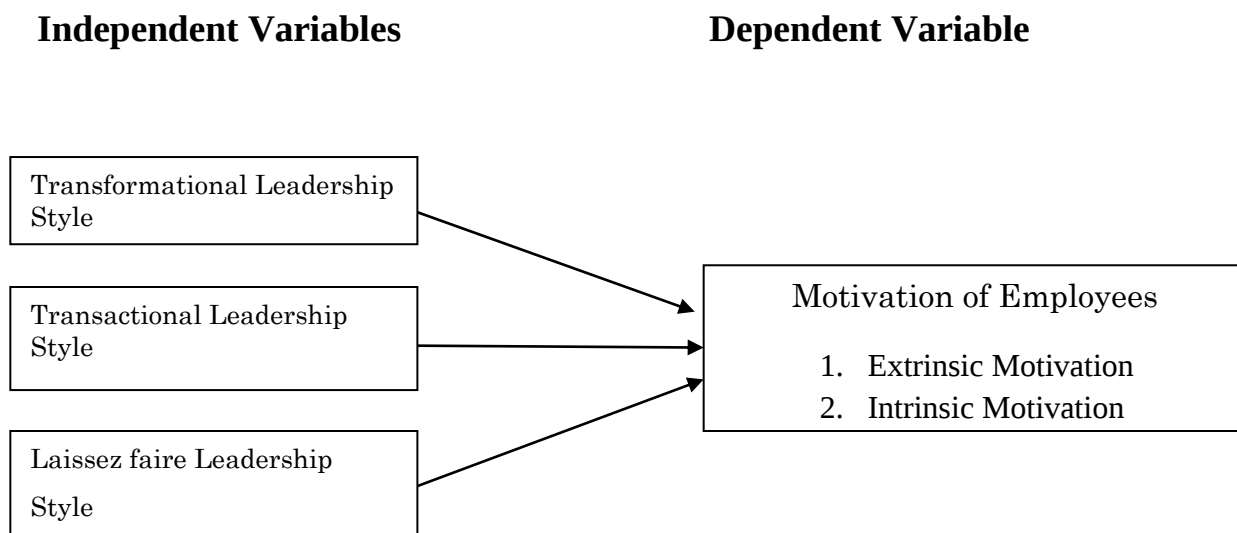


Figure. 2 Conceptual Framework

Source: Self developed

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter methods are used in order to answer the research questions and fulfill the purpose of the research are presented. This chapter provides an overview of the research study, and model specification, a description of the instrument used for data gathering, target population, sampling procedure, and unit of analysis, sources of data, and methods of data analysis, presentation and interpretation.

3.1 TYPES OF RESEARCH DESIGN AND APPROACH

The choice of this research design depended on its objectives of the study, the available data sources, the cost and availability of obtaining the data and the availability of time. Accordingly, this study employed both descriptive and explanatory type of research method. Based on the definition of Adams, Hafiz, Raeside and White (2007), descriptive research is aimed at describing phenomena and is not particularly concerned with understanding why behavior is the way it is. It doesn't involve changing or modifying the situation under investigation. This type of research is very useful for setting out baselines or 'templates' of how we think the world is. And the Explanatory research will be of help in finding out and understanding the problem that was not studied before in depth not just to give some conclusive evidence. The research used a qualitative approach by applying close-ended questions for the purpose of grouping the responses in the categories the study mentioned.

3.2 SAMPLING TECHNIQUE AND SIZE

According to the data presented the company has a total number of 210 well qualified employees for the job intended including mechanics and labor workers from which 52% of the employees have educational level of Diploma and above. Based on this data the research was done on this well qualified employees that are the permanent white-collars currently working at the head office located around Megenagna-Gerji. There are two major types of sampling designs: probability and non-probability sampling, in probability sampling, elements of the population have some known chance or probability of being selected as sample subjects, and in non-

probability sampling, the elements do not have a known or predetermined chance of being selected as subjects which fit into the board categories of convenience & purposive sampling.

To select the sample of respondents, purposive or judgmental and convenient sampling of the non-probability sampling methods were employed in order to focus on particular characteristics of a population that are of the research's interest to be able to answer the research questions. Based on this, from the total population which is 210 employees the researcher decided to focus on the head office around Megenagna-Gerji for the purpose of meeting a large population from which 50 employees were selected for the questionnaire survey.

3.3 TARGET POPULATION

The population comprises of employees of the organization under study that is KAKI Motors. To get the actual set of units from which a sample was drawn, information was collected from employees that are convenient and who are important for this study. Considering only 52% of the employees are above the education level of diploma and are working in an office this study will focus on employees that are currently working at the head office. A total of 50 questioners were distributed within 2 days considering the sample size it was more than enough from which all 50 were returned and 50 Of them were fully filled.

3.4 TYPE AND SOURCE OF DATA

In this study, both primary and secondary data were used as important sources of data. In which the questionnaire collected and informal interviews with employees (to understand how the organization is currently managing) were used as a primary data and the review on related literatures were used as the secondary source of data including data gathered through collecting various documents like manuals, different websites, journals, published and unpublished research papers.

3.5 METHOD OF DATA COLLECTION

For this research questionnaire was chosen to be the method of collecting data in this research, since the questionnaire is probably the most widely used data collection technique for conducting surveys. The questionnaire was developed to answer research questions and meet the

research objectives and it was distributed to a sample of selected respondents of KAKI Motors' white collar permanent employees of the head office. The questionnaire was developed to answer research questions and meet the research objectives. There were two kinds of data collection method that the researcher used under this study the Multifactor Leadership Questionnaire (MLQ) and motivation survey focusing on the extrinsic and intrinsic motivation.

As mentioned above questionnaires were collected from subordinates comprising white-collar employees who are currently working in KAKI Motors head office. Multifactor Leadership Questionnaire (MLQ), 3rd edition (Bass & Avolio, 2004), was adapted and used to measure supervisors' leadership styles and behaviors. The MLQ model was modified into a five-component scale to facilitate coding and data interpretation. The MLQ with 18 items, it was specifically modified to fit for this study by dividing the questions in to the three leadership styles chosen which are (transformational, transactional and laissez faire leadership style) the questioner comprises a 5 point Likert-scale and for the Intrinsic and Extrinsic questions another WEIMS standing for Workplace Extrinsic and Intrinsic Motivation Scale was used which was modified in to a 5 point Likert-scale by reducing the questions in to 11 and the respondents were instructed to mark the most suitable answer of what they thought.

Close-ended questions were used for this study in which respondents select a single response that they select were most appropriate from a selection of choices are used in the survey. Close-ended questions were chosen in consideration of the fact that respondents are usually busy and this method enables the researcher to obtain responses promptly and improve consistency of responses. Moreover, Likert-style rating with a five-point rating scale is used in which each respondent is asked how frequently his or her leader does the given actions with a statement or series of statements. In this case, 1 represents 'Not at all' and 5 represents 'Frequently, if not often' and why the employees are currently involved in their job, by representing 1 as ' Never true ' and 5 representing 'Always True '.

The questionnaire is designed to consist three parts and is developed in line with the research objectives and questions that are stated in chapter one. The first section covers questions on general background of the respondents that constitutes their gender, age and level of their education. The second part consists of identifying the leadership style of their leaders from the

three leadership styles that are used for this study which are transformational, transactional and laissez faire leadership style. The third part consists of identifying the type of motivation these respondents are currently in for their involvement in their job if they are intrinsically or extrinsically motivated.

3.6 RELIABILITY AND VALIDITY

3.6.1 RELIABILITY

To ensure reliability of the study, variables are comprehensively defined. This also helped to reduce misunderstandings thus increase the reliability of the measuring instruments. Moreover, triangulation of results employed to ensure reliability of the data collected. Thus, all the data acquired from the employee's of the company compared and cross checked.

This method is used to measure the reliability of the questionnaire between variable and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha (α) value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (George and Mallery, 2003)

Table 3.1 Reliability statistics

Cronbach's Alpha	N of Items
.879	29

3.6.2 VALIDITY

Validity is the extent to which a test measures what it set out to measure and reliability is the extent to which a test can consistently measure something. The need for validity applies to all stages of a research project including design, data collection and analysis. External validity is concerned with the generalizability of the findings of the research and is the main criterion for deciding the quality of the populations and samples selected for the study (Saunders et al., 2009). Internal validity has to do with the extent to which the research design and data collected are able to adequately address the research questions.

3.7 METHOD OF DATA ANALYSIS

Quantitative techniques were used to process and analyze the collected data. Using these techniques, the presentation and organization of findings will be easy to comprehend and draw conclusions based on findings. The qualitative data will be analyzed by setting responses for respondents based on which response that was repeated several times. The data obtained from the questionnaire respondents is going to be assessed and analyzed using SPSS (Version 20). After organizing, coding, and defining variables, responses of the cases will enter into the software. Then for analysis, explanatory statistical methods were used and results will be presented.

3.8 ETHICAL CONSIDERATION

A researcher conducting a study that involves human subjects has an inherent responsibility to protect and inform participants (Bloomberg & Volpe, 2012). For this study ethical consideration was considered by providing information before their consent about protecting the confidentiality of respondents by not revealing their name on the questionnaire and employees of the company were given enough explanation of how they are expected to answer. Other than that the survey was collected from respondents who were voluntary to give their answers.

CHAPTER- FOUR

DATA ANALYSIS AND INTERPRETATION

Based on the previous chapters, it is shown that in the research study attempted to evaluate the influence of leadership styles on employee's motivation in KAKI Motors. A total of 50 questionnaires were distributed to employees and all 50 of the questioners were completed and submitted. This chapter deals with the discussion and analysis of the findings. And it addresses and answers the research questions raised in the first chapter. The first parts of this chapter deals with the main part of the chapter which tried to analyze the data collected using the structured questions. This research aims to examine the leadership style on employee motivation of the organization chosen for this study.

4.1 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

In this section a summary is provided on the demographic characteristics of their personal and job related profiles were described which includes age, gender, and education of the respondents.

Table 4.1 Personal Information of the respondents

Gender	Percent
Male	38
Female	62
Age	Percent
21-25 years	8
26-30 years	16
31-35 years	22
36-40 years	24
41 years and above	30
Description	Percent
Diploma	12
Degree	54
Masters	26
PhD	8
Total	100

Source: Survey Data(2019)

Table 4.1 shows that more than half of the respondents of this questioner are females that is 62% and the rest that is the 38% are filled out with male. But this Survey does not necessarily mean the female population in the organization is higher than the male population. Which shows of the company giving more attention to the female recruitment.

As shown in the table 4.1 the majority of the respondents are in the last section which is 41 years and above by 30%, 36-40 years in the second place by 24%, 31-35 years in the third place by 22%, and 26-30 years in fourth place by 16% followed by 21-25 years being the lowest respondent section by 4%. From this it can be said that the company hires employees with better work experience and who are mature to be responsible.

The survey in the table 4.3 shows that the majority of the respondents have their first Degree with 54% of the total population of the respondents followed by Masters degree holders, Diploma holders by 26% and 12% respectively as PhD holders being the least number of respondents by 8%. From this it can be said that the white collar employees working at the head office in KAKI Motors are educated.

4.2 DESCRIPTIVE ANALYSIS

A Likert Scale is a type of rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of frequency and likelihood. in this description analysis measuring instrument used to calculate the influence of leadership styles on employee's motivation are scaled 1 to 5. 1= Not at all, 2= Once in a while, 3= Sometimes, 4= Fairly often and 5= Frequently, if not always. And for the next questionnaire a scale from 1 to 5 were used with 1=Never true, 2=Usually not true, 3=Sometimes true, 4=Usually true and 5=Always true. Accordingly a factor takes its average for the questions under it with no decimal point. Despite the fact that to summarize the narrative out comes, the researcher used criterion-referenced definitions for rating scales to describe the collected data.

Table 4.2: Criterion – referenced scale definitions

Mean rating	Respondents level of Scale	Description of respond frequency level
1.00 - 1.49	Not at all	Very low
1.50 - 2.49	Once in a while	Low
2.50 - 3.49	Sometimes	Medium
3.50 - 4.49	Fairly often	High
4.50 - 5.00	Frequently if not always	Very high

Source: oxford writing criterion scale

Table 4.3: Criterion – referenced scale definitions

Mean rating	Respondents level of Scale	Description of respond frequency level
1.00 - 1.49	Never true	Very low
1.50 - 2.49	Usually not true	Low
2.50 - 3.49	Sometimes true	Medium
3.50 - 4.49	Usually true	High
4.50 - 5.00	Always true	Very high

Source: oxford writing criterion scale

Here noted as "3" means “neither once in a while nor fairly often, while value “4” means “fairly often”. Hence, if value 3 is recorded as any of the subsequent measurement, it means that level is neither high nor low, or in other words it is in “average or medium level”. If a value of (4) is obtained , it means “high” level. Similarly value one(1) and five(5) means “very low” and “very high” level respectively while value two (2) means “low” level . Based on the above table the researcher discussed on the findings of the descriptive statistics of determinants of employee engagement by providing criterion-referenced definitions of each Criterion – referenced scale.

4.3 DOMINANT LEADERSHIP STYLE IN KAKI MOTORS

Table 4.4 Mean score of Leadership Styles

Leadership styles	Mean	Std. Deviation	Rank
Transformational leadership	2.46	0.727	1
Transactional leadership	2.42	0.608	2
Laissez faire leadership	2.37	0.609	3

Source: Questioner Data (2019)

Table 4.4 shows which style has been used as the dominant leadership style by the managers of KAKI Motors by computing the mean scores. And as a result Transformational leadership was found to be the highest mean score with 2.46 and standard deviation of 0.727 followed by Transactional leadership style with the mean score of 2.42 and a Standard Deviation of 0.608 and Laissez faire leadership style being placed on the third place with the mean score of 2.37 and Standard Deviation of 0.609. From this it can be concluded that the dominant leadership style were Transformational leadership style followed by Transactional leadership style.

Table 4.4 shows that Transformational leadership style was the most frequently used leadership style. Therefore, it can be concluded that the dominant leadership style is Transformational leadership style. But according to Bass and Avolio(1999), state that good leadership starts with a mean score of 3 and this study's dominant leadership style which is Transformational leadership style has a mean score of 2.46 stating that leaders of KAKI Motors are not efficient enough to be called Transformational leaders.

4.3.1 TRANSFORMATIONAL LEADERSHIP STYLE

Table 4.5 Transformational leadership style

Transformational Leadership	Mean	Std. Deviation	Rank
Seeks differing perspectives when solving problems	2.44	1.146	3
Talks optimistically about the future	2.44	1.053	3
Instills pride in me for being associated with him/her	2.36	0.964	4
Acts in a way that builds my respect	2.48	1.165	2
Goes beyond self interest for the good of the group	2.48	1.111	2
Displays a sense of power and confidence	2.56	1.215	1
Transformational Leadership	2.46	1.727	

Source: Questioner Data (2019)

In table 4.5 Transformational leadership style table six(6) leadership characteristics are ranked. From these "Displays a sense of power and confidence" was ranked first with the mean score of 2.56, with "Acts in a way that builds my respect" with the mean score of 2.48 and "Goes beyond self interest for the good of the group " with the mean score of 2.48 both taking the second place which were consequently followed by another double characters taking the third place which are "Talks optimistically about the future" and "Seeks differing perspectives when solving problems" scoring a mean value of 2.44 and "Instills pride in me for being associated with him/her" with the mean score of 2.36 ranked last which is the sixth place.

Bass and Avolio (1994), propose four dimensions of transformational leadership; Idealized Influence, Inspirational Motivation, Individualized Consideration and Intellectual Stimulation. In which case employees of KAKI Motors ranked displaying a sense of power and confidence ranked first plays as a character of their leaders showing that the leaders are mostly following Idealized Influence followed by leaders who act in ways that build the employees' respect which again shows Idealized Influence and again sharing the second place is the leaders going beyond self interest for the good of the group showing that leaders are ready to sacrifice for the better good by doing anything for his/her team which is the character of Idealized Influence.

In the third place was yet again taken by two characters which are seeking different perspective when solving problems proving that it is the characteristics of Intellectual Stimulation by probing the problems in a way that is easy and creative and talking optimistically about the future they will face ahead showing that Inspirational Motivation is used here by describing the goal as attractive and motivating their employees. And in fourth place which in this case is the last place leaders of KAKI Motors were found to Instill pride in their employees for being associated with them(leaders) showing Individual Consideration is in use since the leaders are supporting and encouraging their employees

4.3.2 TRANSACTIONAL LEADERSHIP STYLE

Table 4.6 Transactional leadership style

Transactional Leadership	Mean	Std. Deviation	Rank
Provides me with assistance in exchange for my effort	2.46	0.994	2
Re-examines critical in exchange for my efforts	2.42	1.012	3
Makes clear what one can expect to receive when performance goals are achieved	2.46	1.054	2
Expresses satisfaction when I meet expectations	2.24	0.822	4
Discusses in specific terms who is responsible for achieving performance targets	2.42	0.906	3
Waits for things to go wrong before taking action	2.50	0.886	1
Transactional Leadership	2.42	0.617	

Source: Questioner Data (2019)

Table 4.6 of the transactional leadership style like the previous table of the Transformational leadership style it includes six(6) characteristics that are ranked by employees of KAKI Motors about their leaders. According to these employees "Waiting for things to go wrong before taking action" is ranked first with the mean score of 2.50 and placed in the second place are two characters "Provides me with assistance in exchange for my effort" by scoring 2.46 sharing it with "Makes clear what one can expect to receive when performance goals are achieved" with the same mean score of 2.46 which then continues to follow in third place by

two characters that are "Re-examines critical in exchange for my efforts" and "Discusses in specific terms who is responsible for achieving performance targets" with the same mean score of 2.42 ." Expresses satisfaction when I meet expectations " was placed in fourth with the mean score of 2.24.

According to Bass (1990), Transactional leadership style promotes compliance of followers through both rewards and punishments. And divides it in to Contingent Reward, Management-by-Exception(active) and Management-by-Exception(passive). In which employees of KAKI Motors waiting for things to go wrong before taking action that is ranked to be first place shows the character of their leaders to be mostly following Management-by-Exception(passive) since the leaders are not intervening until standards are met.

The second place is taken by two characters, one being able to provide assistance in exchange for employee's hard effort grouped as Management-by-Exception(active) considering that they takes decisive actions in correcting mistakes and strictly monitors tasks to ensure that mistakes do not reoccur and another being able to make clear what one can expect to receive when performance goals are achieved is the characters of Contingent Reward that gives clarification of tasks and objectives, rewards for performance, cautionary measures for low performance and punishment for non-performance sharing these characters with the category of discussing the specific terms of who is responsible for achieving performance targets that is placed in the third place with re-examining critically in exchange for employee's efforts as a group of Management-by-Exception(active) since leaders give a hand full of advise a guidance for the work in hand. The last place that is the fourth place of the transactional leadership style category was ranked expressing satisfaction when expectations are met by employees of the company which is the characteristics of Contingent Rewards because of the recognition of accomplishments and good performance.

4.3.3 LAISSEZ FAIRE LEADERSHIP STYLE

Table 4.7 Laissez-faire leadership style

Laissez faire Leadership	Mean	Std. Deviation	Rank
Avoids getting involved when important issues arise	2.52	0.995	1
Fails to interfere until problem becomes serious	2.40	0.833	4
Is absent when needed	2.28	1.144	5
Shows that he/she is a firm believer in "if it isn't broken, don't fix it"	2.50	0.839	2
Delays responding to urgent questions	2.48	0.974	3
Avoids making decisions	2.06	0.793	6
Laissez faire Leadership	2.37	0.609	

Source: Questioner Data (2019)

In table 4.7 of the Laissez faire leadership style like the above two leadership styles it consists of six(6) characteristics that lists how much of these characters of the laissez faire leadership style do leaders in KAKI Motors reflect on employees of the company. According to this "Avoids getting involved when important issues arise" takes the first place with a mean score of 2.52 and "Shows that he/she is a firm believer in "if it isn't broken, don't fix it"" scores a mean of 2.50 placing second. In the third place is found "Delays responding to urgent questions" with a mean score of 2.48 after that "Fails to interfere until problem becomes serious" takes the fourth place followed by "Is absent when needed" in fifth place with the mean score of 2.40 and 2.28 accordingly. And in the last place which is the sixth of the category of the laissez faire leadership style is taken by "Avoids making decisions" scoring 2.06 as a mean value.

Gobal, & Chowdhury, (2014), defined the Laissez fair leadership style as a delegative leadership, it is a type of leadership style in which leaders are hands-off and allow group members to make the decisions and according to this Avoiding to get involved when important issues arise is ranked in the first place by the employees within the company about their leaders which according to Robbins(2007), laissez faire leadership style as a style that abdicates

responsibilities and avoids making decisions. It was also explained by Gobal, & Chowdhury, (2014) as Passive or avoidant leadership describes the leaders who avoid getting involved in the work progress and decision making.

And the second place is taken by "shows that he/she is a firm believer in "if it isn't broken, don't fix it"" and after it is delaying to respond to urgent questions is ranked in third place which according to Bartol and Martin (1994), participate only to answer questions, and avoids giving feedback. Following this failing to interfere until problem becomes serious is ranked in the fourth place by the employees of the company which according to the above researchers describe Leaders who display passive management-by-exception will not interfere into problem solving until followers suffer from certain serious deviations or wrongs. The last two are being absent when needed and avoiding to make decisions are ranked in the fifth and sixth place respectively

4.4 INTRINSIC AND EXTRINSIC MOTIVATION OF EMPLOYEES

Table 4.8 Intrinsic and Extrinsic Motivation of Employees

Intrinsic and Extrinsic Motivation	Mean	Std Deviation	Rank
Because I drive much pleasure from learning new things	2.50	1.147	3
For the satisfaction I experience from taking on interesting challenges	2.36	1.005	7
Because it has become a fundamental part of who I am	2.42	0.971	5
Because I chose this type of work to attain my career goals	2.26	0.965	9
Because it gives me a sense of accomplishment	2.38	1.086	6
For the income it provides me	2.18	1.063	10
Because this is the type of work I chose to do to attain a certain life style	2.36	0.921	7
Because I want to succeed at this job, if not I would be very ashamed of myself	2.46	1.281	4
Because this type of work provides me with security	2.34	1.042	8
Too much is expected of me	2.54	1.092	2

I ask myself this question, I don't seem to be able to manage the important tasks related to this work	2.76	1.318	1
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Source: Questioner Data (2019)

4.4.1 THE LEVEL OF INTRINSIC AND EXTRINSIC MOTIVATION OF EMPLOYEES

Table 4.9 Level of Intrinsic and Extrinsic Motivation of Employees

	Mean	Std. Deviation	Rank
Intrinsic Motivation	2.384	0.629	2
Extrinsic Motivation	2.440	0.662	1

Source: Questioner Data (2019)

Table 4.9 indicates that the employees working in KAKI Motors are more of Extrinsically motivated than Intrinsically with the Extrinsic motivation scoring a mean value of 2.440 and a standard deviation of 0.662 and Intrinsic motivation following by a mean score of 2.384 and a standard deviation of 0.629. showing that the employee's in KAKI Motors are merely working for the basic of provision and making a living, or because they are used to what they do which leads to conclude that leaders of this company are expected to work on motivating these employees by encouraging them and clearly explaining what the company is trying to accomplish for them to share the goal and objectives which will help them develop belongingness and sharing the visions together.

4.5 THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EMPLOYEE'S MOTIVATION

4.5.1 INFERENCE STATISTICS

Inferential statistics, unlike descriptive statistics, is the attempt to apply the conclusions that have been obtained from one experimental study to more general populations. Inferential analysis uses statistical tests to see whether a pattern we observe is due to chance or due to the program or intervention effects. Research often uses inferential analysis to determine if there is a relationship between an intervention and an outcome as well as the strength of that relationship. So as inferential statistics are all about statistical procedures and it is the end to reach on conclusion about associations between the interests variables of the study.

4.5.2 RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EMPLOYEE'S MOTIVATION

The Pearson correlation coefficient, r , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association; that is, as the value of one variable increases, so does the value of the other variable. A value less than 0 indicates a negative association; that is, as the value of one variable increases, the value of the other variable decreases. The stronger the association of the two variables, the closer the Pearson correlation coefficient, r , will be to either +1 or -1 depending on whether the relationship is positive or negative, respectively (laerd statistics).

Table 4.10 Pearson correlation coefficient, r value guidelines

Strength of Association	Coefficient, r	
	Positive	Negative
Weak	.1 to .3	-0.1 to -0.3
Medium	.3 to .5	-0.3 to -0.5
Strong	.5 to 1.0	-0.5 to -1.0

Source: Laerd statistics

Table 4.11 The relationship between Leadership styles and Motivation

		Transformational	Transactional	Laissez-faire	motivation
Transformational	Pearson Correlation	1	.796**	.292*	.739**
	Sig. (2-tailed)		.000	.040	.000
	N	50	50	50	50
Transactional	Pearson Correlation	.796**	1	.269	.653**
	Sig. (2-tailed)	.000		.059	.000
	N	50	50	50	50
Laissez-faire	Pearson Correlation	.292*	.269	1	.233
	Sig. (2-tailed)	.040	.059		.103
	N	50	50	50	50
Motivation	Pearson Correlation	.739**	.653**	.233	1
	Sig. (2-tailed)	.000	.000	.103	
	N	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.5.2.1 THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE AND MOTIVATION

According to the table 4.11 there is a significant and a strong positive relationship between transformational leadership style and motivation implying that employees would be motivated if leaders of KAKI Motors would follow transformational leadership style. According to Bass(2000), Transformational leaders are aware of their subordinates and the capability to building a consensus amongst the subordinates. Such leadership style depends on explaining the

vision to the subordinates in a meaningful way to propel them to attain the organizational objectives.

The finding show leaders of KAKI Motors can influence their employees by showing and clearly explaining to them for what common goal they are striving and what the organization they are working in is trying to achieve which in return will prove to them that they are important and what they do matters. It will also create a strong relationship bond between the leaders and employees of the organization.

4.5.2.2 THE RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP STYLE AND MOTIVATION

According to the table 4.11 similar to the transformational leadership style there is a significant and a strong positive relationship between transactional leadership style and motivation which again imply that employees of KAKI Motors would be motivated if leaders were to transactional leadership style being second to transformational leadership style. Regarding transactional leaders Bass (2000), reported that viable leaders suit the interests of their subordinates by giving contingent incentives, respect and guarantees for the individuals who promisingly succeeded in satisfying the duties of the leaders of the organization.

Based on this leaders of KAKI Motors can achieve the organization's objectives by creating an exchange relationship with their employees. Avolio et al (1991), conclude that transactional leaders clearly define, communicate and explain how the work should be done. The rewards that will be made if the requirements of the work are met are also clearly communicated.

4.5.2.3 THE RELATIONSHIP BETWEEN LAISSEZ-FAIRE LEADERSHIP STYLE AND MOTIVATION

The third leadership style of this study is laissez-faire leadership style which according to the table 4.11 it shows there is a positive relationship between Laissez-faire leadership style and motivation but when it comes to significance these two variables which are the independent variable laissez- faire leadership style shows no significant relationship with the dependent variable motivation. So it can be concluded that the relationship to be insignificant.

4.6 THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE'S MOTIVATION

The two basic types of regression are linear regression and multiple linear regression, although there are non-linear regression methods for more complicated data and analysis. Regression is a statistical measurement used in finance, investing and other disciplines that attempts to determine the strength of the relationship between one dependent variable (usually denoted by Y) and a series of other changing variables (known as independent variables)(beers, 2019).In this research the chosen regression type was multiple linear regression analysis given that the number of determinant /independent variables to predict the dependent variables are three(3) specifically (Transformational, Transactional and Laissez-faire leadership styles).

Regression analysis shows that independent variables explain the dependent variable, a regression analysis was performed. The regression was made between the independent variables which are the three different dimensions of Leadership style (transformational, transactional and laissez-faire leadership) with Motivation.

The multiple regression model consists of a table that provides the R, the R-square, the Adjusted R-square and the standard of error of the estimate, which can be used to determine how well a regression model fits the data. The multiple correlation coefficient, R, can be considered to be one measure of the quality of the prediction of the dependent variable. The R² value (also called the coefficient of determination) is the proportion of variance in the dependent variable that can be explained by the independent variables.

Table 4.12 Model of Summary

Model Summary of Regression Analysis				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.567	.539	.38114
a. Predictors: (Constant), Leadership Styles				

(source; survey data 2019)

The coefficient of determination denoted by R² (R Square) is a key output of regression analysis. It is interpreted as the proportion of the variance in the dependent variable that is

predictable from the independent variable. An R^2 of 0 means that the dependent variable cannot be predicted from the independent variable. An R^2 of 1 means the dependent variable can be predicted without error from the independent variable. An R^2 between 0 and 1 indicates the extent to which the dependent variable is predictable.

The adjusted R square explain that 53% change in motivation can be predicted by the combination of the three leadership styles.

Table 4.13 Coefficients of Regression Analysis

Coefficients^a of Regression Analysis						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.899	.274		3.275	.002
	Transformational leadership	.481	.125	.623	3.855	.000
	Transactional leadership	.149	.148	.161	1.005	.320
	Laissez-faire leadership	-.013	.094	-.014	-.135	.893
a. Dependent Variable: Motivation						

(source; survey data 2019)

These finding imply that Transformational leadership style and Transactional Leadership style are positively related to employee's motivation while Laissez-faire Leadership style is negatively related to employee's motivation. The unit improvement in transformational leadership would lead to about 0.481, 0.149, -0.013 respectively increases in employee's motivation which in this case Laissez-faire leadership style does not have the right influence to increase employee's motivation. The findings encourage KAKI Motors to consider hiring transformative leaders because their characters increase employee's motivation and it is found to be significant compared to the other two leadership style while it is an alert to organization not to get rid of transactional leadership in favor of other styles, but instead needs to improve the supervision of employees performance, to ensure that company goals are met in time.

Table 4.14 ANOVA Regression analysis

ANOVA^a Regression analysis						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.756	3	2.919	20.091	.000 ^b
	Residual	6.682	46	.145		
	Total	15.438	49			
a. Dependent Variable: Motivation						
b. Predictors: (Constant), Leadership style						

According to (Mugenda, 2013), ANOVA is a data analysis procedure that is used to determine whether there are significant differences between two or more groups or samples at a selected probability level. An independent variable is said to be a significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value. In this study, the significance value is .000 which is less than 0.05 thus the model is statistically significant in influencing the motivation of employee's with leadership styles.

The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. In the above table the results for ANOVA reveals that F is 20.091 with a p value of 0.000 implying that there is a significant influence of value-based leadership on employee's motivation.

The ANOVA table shows the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value (.000), which is less than $p < 0.05$, the model is significant. This indicates that the variation explained by the model is not due to chance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND SUGGESTION

The main objective of the study was to examine the influence of leadership styles on employee's motivation in the case of KAKI Motors. Data was collected from employees currently working in KAKI Motors using the Multi Factor Leadership Questionnaire developed by Bass & Avolio (2004) and Workplace Extrinsic and Intrinsic Motivation Scale(WEIMS) questioner. This chapter presents the summary of the findings from the analysis, the conclusion drawn from the finding of the study and also suggestions for future practice.

5.1 SUMMARY OF FINDING

This study is intended in finding out the influence of leadership style in the motivation of employees in the organization that is specifically chosen for this research which is KAKI Motors. With the objectives of assessing the dominant leadership style of KAKI Motors, identify how the employees view their managers as a leaders and measure the level of employees' motivation, determine the relationship between leadership style and employee's motivation and also examine the effect of leadership style (Transformational, Transactional and Laissez-faire) on employee job satisfaction (Transformational, Transactional and Laissez-faire) on employee motivation.

Descriptive analysis was able to clarify the objectives mentioned expressed by the percentage to analyze the respondents demographic parts and used the mean and standard deviation to be able to identify what kind of leaders KAKI Motors has from the employee point of view and what kind of leaders that employee believes that their leaders are in the company, employee motivation level was also measured by the mean and standard deviation. Inferential statistical analysis includes the correlation analysis were used to show the relationship between the three leadership styles (Independents Variables) and Motivation (Dependent Variable) of this study.

The demographic analysis in this study showed that the majority of the employees who participated in this study were Female being 62%, Male being the rest 38% shows the majority of the respondents who participated were female. The majority of the employee were in the age of 41 and above years old which covers 30% of the population followed by the age of 31-35

years. The majority of the participant were with the education level of their first Degree being 54% of the population. Next was the Descriptive analysis and the mean that was used to identify the dominant leadership style was transformational leadership style with the mean score of 2.46 and standard deviation of 0.727.

The means on the employee level of motivation shows, employee were motivated Extrinsically with the mean score of 2.440 and a standard deviation of 0.662 while Intrinsically motivated with the mean score of 2.384 and a standard deviation of 0.629. The result of person correlation revealed that significant positive relationship is found between Transformational and Transactional Leadership style and motivation. While Transactional Leadership style found to be insignificant. Showing that employees working in KAKI Motors favored both Transformational and Transactional leadership styles but clearly showing that the Transformation was more appealing relation than the Transactional one.

5.2 CONCLUSION

Leaders can motivate their followers through values and emotions. Researchers have also found transformational leadership to enhance the effectiveness of leadership beyond the levels achieved with transactional leadership (Bass, 2000). The finding of this study also shows that the employees of the company KAKI Motors chose Transformational leadership style over Transactional Leadership style.

Transformational leadership can be beneficial to the organization. According to Afshari et al., (2011), transformational leadership increases creativity, intrinsic motivation, psychological empowerment, and supports innovation, which are all crucial in increasing performance. The responses from the company employee's showed that many of the respondents were motivated extrinsically which leaders need to work on if the performance of employees is expected to grow their drive for work need to be emanate within them. That will help to share the visions of the company and strive to achieve it. The study explained that transformational leaders value the feelings (intrinsic motivation) of their employees. The leaders seek to develop their employees' self confidence, help them to grow as individuals, and show them different ways through which they can achieve their goals. By doing this, the leaders increase the interest of their employees in their work that eventually results in the development of intrinsic motivation. As seen in the

fourth chapter the level of motivation of these employees was found to be Extrinsic than Intrinsic which is an indicator that so much needs to be done to change their drive for work in order to achieve organizational success Transformational leaders can be a great way to achieve this by inspiring and showing them the way.

Accordingly, the finding of the study reached to its conclusion. Which is; there is a significant strong positive relationship between Transformational leadership styles in motivating the employee's in KAKI Motors is greatly influenced by Transformational leadership style it was found that the dominant leadership of this company which is again Transformational leadership being a better suit than Transactional leadership style or Laissez-faire leadership found whose influence was proved to be positive and negative accordingly with both being insignificant in influencing motivation of these employees.

5.3 RECOMMENDATIONS

Taking the above findings into consideration of the study. KAKI Motors should give attention on how the company's leadership style (Transformational) has an influence on its employee's motivation and focus on hiring transformational leaders to incur real change. From this it is suggested that leaders influence the employee's motivation and the result of the present study emphasizes the significance of suitable leadership style in such organizational settings. The organization needs to assure that Transformational leadership style must be advanced given better attention through the organization's leaders and higher authorities.

In order to develop the dominant leadership styles (Transformational leadership style) it needs to be better understood both by the leaders and employees by giving appropriate trainings based on their division of work.

As to the motivation of employees the company's employees are discovered to be extrinsically motivated indicating that the leaders have a lot to work on to motivate employees from the right source of drive to help the organization in to sharing the vision, cooperate in achieving the shared goals which will be easy for transformational leaders since it is their character to do so.

These leaders should;

encourage their employees by acknowledging and appreciating what has been achieved by them and instill pride in them, talk about what is to come in the future and show them what is aimed to be achieved optimistically, be selfless in helping the team to achieve what is planned by interacting with them showing them new ways of solving the problems seeking different perspectives these will help for employees to respect and idolize their leader and trust them.

These mentioned above will help change the directions of employees motivation from extrinsic to intrinsic because it will encourage them to be satisfied in learning new things and challenging themselves to achieve their tasks which are more of a drive from within them than the external. Being aware of these will help the company avoid dealing with employee turnovers and instead work together for the same goal.

5.4 FUTURE RESEARCHES

This study was done with a short period of time and only on limited branches of the organization which implies that the organization need to hire internal or external consultants to fully investigate problems of the company to help understand what employee's expect for the task they accomplish.

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Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	19	38.0	38.0	38.0
Valid female	31	62.0	62.0	100.0
Total	50	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-25 years	4	8.0	8.0	8.0
Valid 26-30 years	8	16.0	16.0	24.0
Valid 31-35 years	11	22.0	22.0	46.0
Valid 36-40 years	12	24.0	24.0	70.0
Valid 41 years and above	15	30.0	30.0	100.0
Total	50	100.0	100.0	

level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid diploma	6	12.0	12.0	12.0
Valid degree	27	54.0	54.0	66.0
Valid masters	13	26.0	26.0	92.0
Valid PhD	4	8.0	8.0	100.0
Total	50	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TML	50	1.33	3.83	2.4600	.72653
TSL	50	1.33	4.00	2.4167	.60726
LFL	50	1.50	4.17	2.3733	.60941
Valid N (listwise)	50				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
seeks differing perspectives when solving problems	50	1	5	2.44	1.146
talks optimistically about the future	50	1	5	2.44	1.053
instills pride in me for being associated with him/her	50	1	5	2.36	.964
acts in a waythat builds my respect	50	1	5	2.48	1.165
goes beyond self interest for the good of the group	50	1	5	2.48	1.111
displays a sense of power and confidence	50	1	5	2.56	1.215
Valid N (listwise)	50				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
provides me with assistance in exchange for my effort	50	1	5	2.46	.994
re-examines critical in exchange for my efforts	50	1	5	2.42	1.012
makes clear what one can expect to receive when performance goals are achieved	50	1	5	2.46	1.054
expresses satisfaction when i meet expectations	50	1	5	2.24	.822
discusses in specific terms who is responsible for achieving performance targets	50	1	5	2.42	.906
waits for thngs to go wrong before taking action	50	1	5	2.50	.886
Valid N (listwise)	50				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
avoids getting involved when important issues arise	50	1	5	2.52	.995
fails to interere until problem becomes serious	50	1	5	2.40	.833
is absent when needed	50	1	5	2.28	1.144

shows that he/she is a firm believer in "if it isn't broken, don't fix it"	50	1	5	2.50	.839
delays responding to urgent questions	50	1	5	2.48	.974
avoids making decisions	50	1	5	2.06	.793
Valid N (listwise)	50				

	N	Minimum	Maximum	Mean	Std. Deviation
because I derive much pleasure from learning new things	50	1	5	2.50	1.147
for the satisfaction I experience from taking on interesting challenges	50	1	5	2.36	1.005
because it has become a fundamental part of who i am	50	1	5	2.42	.971
because I chose this type of work to attain my career goals	50	1	5	2.26	.965
because it gives me a sense of accomplishment	50	1	5	2.38	1.086
for the income it provides me	50	1	5	2.18	1.063
because this is the type of work i chose to do to attain a certain life style	50	1	5	2.36	.921
because I want to succeed at this job, if not I would be very ashamed of myself	50	1	5	2.46	1.281
because this type of work provides me with security	50	1	5	2.34	1.042
too much is expected of me	50	1	5	2.54	1.092
I ask myself this question, I don't seem to be able to manage the important tasks related to this work	50	1	5	2.76	1.318
Valid N (listwise)	50				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IM	50	1.20	3.80	2.3840	.62966
EM	50	1.00	4.17	2.4400	.66220
Valid N (listwise)	50				

Correlations

		TML	IEM
TML	Pearson Correlation	1	.739**
	Sig. (2-tailed)		.000
	N	50	50
IEM	Pearson Correlation	.739**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

		TSL	IEM
TSL	Pearson Correlation	1	.653**
	Sig. (2-tailed)		.000
	N	50	50
IEM	Pearson Correlation	.653**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations

		LFL	IEM
LFL	Pearson Correlation	1	.233
	Sig. (2-tailed)		.103
	N	50	50
IEM	Pearson Correlation	.233	1
	Sig. (2-tailed)	.103	
	N	50	50

Correlations		TML	TSL	LFL	IEM
TML	Pearson Correlation	1	.796**	.292*	.739**
	Sig. (2-tailed)		.000	.040	.000
	N	50	50	50	50
TSL	Pearson Correlation	.796**	1	.269	.653**
	Sig. (2-tailed)	.000		.059	.000
	N	50	50	50	50
LFL	Pearson Correlation	.292*	.269	1	.233
	Sig. (2-tailed)	.040	.059		.103
	N	50	50	50	50
IEM	Pearson Correlation	.739**	.653**	.233	1
	Sig. (2-tailed)	.000	.000	.103	
	N	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	LFL, TSL, TML ^b	.	Enter

a. Dependent Variable: IEM

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.567	.539	.38114

a. Predictors: (Constant), LFL, TSL, TML

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.756	3	2.919	20.091	.000 ^b
	Residual	6.682	46	.145		
	Total	15.438	49			

a. Dependent Variable: IEM

b. Predictors: (Constant), LFL, TSL, TML

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.899	.274	3.275	.002
	TML	.481	.125	.623	.000
	TSL	.149	.148	.161	.320
	LFL	-.013	.094	-.014	.893

a. Dependent Variable: IEM

APPENDIX

DEPARTMENT OF BUSINESS LEADERSHIP

Questions on Leadership Styles

This part of the questionnaire is to describe the leadership style of your managers as you perceive it. Please answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.** Please answer this questionnaire anonymously.

Use the following rating scale

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	2	3	4	5

No.	Statement	Scale				
		1	2	3	4	5
I.	Transformational Leadership					
1	Seeks differing perspectives when solving problems					
2	Talks optimistically about the future					
3	Instills pride in me for being associated with him/her					
4	Acts in ways that builds my respect					
5	Goes beyond self interest for the good of the group					
6	Displays a sense of power and confidence					
II.	Transactional Leadership					
1	Provides me with assistance in exchange for my efforts.					
2	Re-examines critical assumptions to question whether they are appropriate					
3	Makes clear what one can expect to receive when performance goals are achieved					
4	Expresses satisfaction when I meet expectations.					
5	Discusses in specific terms who is responsible for achieving performance targets.					
6	Waits for things to go wrong before taking action.					

	Laissez faire Leadership				
1	Avoids getting involved when important issues arise				
2	Fails to interfere until problems become serious				
3	Is absent when needed				
4	Shows that he/she is a firm believer in “If it isn't broke, don't fix it.”.				
5	Delays responding to urgent questions				
6	Avoids making decisions				

Work **Extrinsic** and **Intrinsic** Motivation Scale

Using the scale below, please indicate to what extent each of the following items corresponds to the reasons why you are presently involved in your work.

The Likert-scaled response ranges from:

1 = Never true, **2** =Usually not true, **3** = Sometimes, **4**= Usually true, **5**=Always true

No.	Sentence	Scale				
I.	Intrinsic	1	2	3	4	5
1	Because I derive much pleasure from learning new things					
2	For the satisfaction I experience from taking on interesting challenges					
3	Because it has become a fundamental part of who I am					
4	Because I chose this type of work to attain my career goals					
5	Because it gives me a sense of accomplishment					
II.	Extrinsic	1	2	3	4	5
1	For the income it provides me					
2	Because this is the type of work I chose to do to attain a certain life style					
3	Because I want to succeed at this job, if not I would be very ashamed of myself					
4	Because this type of work provides me with security					
5	Too much is expected of me					
6	I ask myself this question, I don't seem to be able to manage the important tasks related to this work					

Thank you!