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THE EFFECT OF LEADERSHIP STYLE ON TEAM MOTIVATION:

THE CASE OF NASA GARMENT PLC, ETHIOPIA

BY: SOSNA AYELE

AUGUST 2021

ADDIS ABABA, ETHIOPIA



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**A RESEARCH PROJECT WORK SUBMITTED TO OFFICE OF THE
GRADUATE STUDIES OF THE ADDIS ABABA UNIVERSITY SCHOOL OF
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THE DEGREE OF MASTERS IN BUSINESS LEADERSHIP**

ADVISOR: TEKLEGIORGIS ASSEFA (ASST. PROF.)

AUGUST 2021

ADDIS ABABA, ETHIOPIA

STATEMENT OF DECLARATION

I, Sosna Ayele, hereby declare that this research project entitled — *The Effect Of Leadership Style On Team Motivation: The Case Of NASA Garment Plc, Ethiopia* submitted by me for the award of Master's Degree in Business Leadership is my original work and it has not been presented for the award of any other Degrees, Diploma, Fellowship or any other similar titles of any other university or institutions.

Sosna Ayele

Declared By

Signature

August 2021

Date

STATEMENT OF CERTIFICATION

This is to certify that research work prepared by Sosna Ayele entitled “*The Effect of Leadership Style On Team Motivation: The Case Of NASA Garment Plc, Ethiopia*” submitted in partial fulfilment of the requirements for the degree of *Masters of Arts in Business Leadership* complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

The main goal of this research project is to examine the Impact of Leadership Style in Team Motivation at NASA (Next Arises Sustainable Africa) Garment Plc. To investigate the impact of leadership styles (an independent variable) on team motivation (dependent variable), a structured questionnaire was created. Primary and secondary data sources were used, and questionnaires were data collection method. Quantitative approach was used, and data were collected through questionnaires. Data were analyzed using descriptive and inferential statistics, correlation analysis to identify and relationship between the variables; regression analysis to predict the change in the dependent variable when the independent variables change. The results from the analysis of a dataset derived from questionnaires on team motivation and leadership styles, completed by 165 NASA Garment Plc employees, indicated that the Transformational Leadership Style is predominantly practiced leadership style with high correlation coefficients. Both Transactional Leadership Style and Laissez-faire Leadership Style also have positive but moderate and weak correlation with team motivation respectively. The independent variables are also found to be good predictors of the dependent variable. Furthermore, all three leadership styles (Transformational, Transactional and Laissez-faire) found to be statistically significant predictors of the team motivation. Based on the findings and conclusions, it's been recommended that the top management place a great focus on the Transformational leadership style, which was discovered to be the most dominant leadership style at NASA at the time and to have a significant positive correlation with team motivation. The team motivation was also found to be statistically significant predictor of the dominant leadership style.

Key Words: *transformational leadership style, transactional leadership style, laissez-faire leadership style, team motivation, NASA Garment Plc.*

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LIST OF ABBREVIATIONS

NASA	Next Arises Sustainable Africa
SPSS	Statistical Package for the Social Sciences

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

All businesses across the globe are established for satisfying the need for making a profit or provide social services for the community; or both at the same time. This means all organizations have similarities in their corporate objectives. To achieve their business goals and objectives, all organizations need employees. Furthermore, all employees need leadership for guidance, to achieve effectiveness and keep the cohesion among groups and uplift employee motivation/moral. Hence, every organization and every team believe they need leadership. Employee behavior is influenced by leadership inside the firm (Naile and Selesho, 2014). Successful leaders are the iconic characters who influence their followers and subordinate's behavior to achieve organizational goals and objectives. Michael (2010) states that the leaders in a company may modify or create the organization's culture, values, tolerance and employee motivation. It shapes the organization strategies as well as their efficacy.

Businesses today have entered a new era in the interaction between the company and its employees. In this new era, employees need to be respected and like to be treated as valuable human capital, as even more important than the company's financial capital. Employees are now becoming the main source of a company's competitive advantage. Employees may be motivated on the job by many things, such as a sense of achievement, recognition, enjoyment of the job, promotion opportunities, responsibility, and the chance for personal growth. Employee motivation and performance are led directly to applied leadership style. Garments industry is labor intensive. The productivity as well as financial success of this field depends on the worker's performance. To increase the worker's performance on their working areas motivation is crucial. The aims of motivation are to increase productivity and job satisfaction. Highly motivated persons tend to work harder and perform more effectively in their jobs than less motivated individuals. Md. Mohibul Islam, (2012).

Various studies were made on the practical effect of the leadership styles on team motivation in different organizations. However, no official study has been conducted on this topic at NASA

Garment Plc in the past. The goal of this research project is to conduct a study of the effect of leadership styles on team motivation at NASA Garment PLC and provide insight to the company's management on how they can better understand the effect and make appropriate decisions in accordance with the company's overarching objectives.

1.2. BACKGROUND OF THE ORGANIZATIONS

NASA Garment Plc is private owned manufacturing company established in 2019 based at Hawassa Industrial Park and running buying house at Addis Ababa office, which has 2200 employee with 3% expat of managerial staff.

NASA is 100% export-oriented garment manufacturing company with a great vision of fashion oriented and leading manufacturers. Moreover, the company actively promotes sustainable production of “Made in Ethiopia” garments to increase the international competitiveness, aims to build capacity and increase skills and knowledge of low skilled labor as well as providing education and training opportunities in the labor-intensive garment sector.

1.3. STATEMENT OF THE PROBLEM

In an organization, leadership style is essential since it increases people’s interest and commitment (Obiruwu, 2011). It is critical to encourage employees’ dedication to achieving corporate goals and improving team performance (Chi, Lan & Dorjgotov, 2021).

One of the strategies for reaching ultimate goals and enlargement is motivation. Motivation is a key factor for progress within an organization or business. Employees, who are motivated, produce a high-quality work. (Armstrong, 2006). A profound knowledge of motivation and its meaning is therefore essential for success and development.

Although Ethiopia is a recommended market for investment in textiles, there are still a lot of challenges that the country and investors are facing. One of these challenges is the efficiency in factories which is as slow as 40 to 45% in production both in textile and garment assembly units. This problem is mainly due to underdeveloped processes and lack of education amongst manpower. That’s direct the company to face with worker turnover or employee turnover problems and it is a challenging task for textile and garment owners because if they are

unskilled, they will like their job but when they become skilled, they try to switch one company to another company. The problem is the unskilled workers are provided training to make them skilled but after becoming skilled they are not always promised to give their valuable output to the company. As a result, the company losses its skilled worker, loses its invested money, and opening scope to the competitors to steal its best workers. Considering this problem as the biggest challenge for the apparel industry the company need to provide a competitive benefit to workers, can be monetary or non-monetary benefit. (Dunon, 2019).

An interview with company leaders revealed that previous research conducted with NASA Garment on applied leadership style and workers' satisfaction level of working as a team discovered that there is low team engagement and synergy, which resulted in dissatisfied employees, low productivity, and high worker turnover. It has been noted that one of the factors that could influence employee satisfaction and commitment is team motivation. This, as a result, led the researcher to investigate the applied leadership style at NASA Garment. Moreover, it necessitates assessing the workers team motivation with the relationship of different leadership styles. Transformational, Transactional, and Laissez-faire leadership styles were the only ones investigated in this study.

As a result, the purpose of this study is to evaluate the impact of leadership style on team motivation in the apparel industry, especially NASA Garment, for the efficacy and efficiency of employees operating as a team.

1.4. RESEARCH QUESTIONS

To attain the objectives stated above, the proposed study tried to address the following research questions:

- Which leadership style are used at NASA Garment?
- What is the relation between leadership styles and team motivation?
- What effect does leadership style have on team motivation?

1.5. RESEARCH OBJECTIVES

1.5.1. General Objective

In general, the study's goal is to examine the effect of leadership styles on team motivation. This study seeks to better understand the different leadership styles and the relationship on team motivation.

1.5.2. Specific Objectives

Specifically, the research has the following objectives: -

- To assess leadership style practiced at NASA Garment
- To assess the relation between leadership styles and team motivation
- To investigate the effect of leadership style on team motivation at NASA Garment

1.6. SIGNIFICANCE OF THE STUDY

For an organization to achieve its mission and objectives, people are the most important assets. The outcome of this study is expected to help the organization and its leaders to give attention for team motivation. Moreover, it helps to use the suitable leadership style for the positive relation with team motivation and for better operational efficiency, productivity as well as organizational performance with motivated and committed team/employees.

It is believed that this study is expected to give a clear picture of the effect of leadership style on team motivation especially in apparel industry.

For the researcher this thesis will help gain a deep knowledge on different leadership styles and its relationship with team motivation, and experience in performing a research. Furthermore, this study will offer information for other researchers, who are interested to undertake further information on similar area of research.

1.7. SCOPE OF THE STUDY

The scope of this research is enclosed to the impact of leadership on team motivation at NASA Garment Plc. Regarding the **Conceptual Scope**; the study focused on the most common three leadership styles only i.e., Transactional, Transformational and Laissez-Faire leadership styles;

in order to investigate their effect on team motivation at NASA. **Geographically**, the study is intended to cover teamwork of workers at NASA Garment Plc based at Hawassa Industrial Park. **Methodologically**, the study employed the quantitative research methods.

1.8. DEFINITION OF TERMS

Motivation: - refers to the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

Leadership: - Leadership is a persuasive or example-based method through which an individual (or leadership team) persuades a group to achieve goals held by the leader or shared by the leader and his or her followers. Gardner, (1990).

Leadership Styles: - Leadership style is the method in which a leader provides guidance, implements plans, and motivates others to achieve the intended goals (Khan and Nawaz, 2016).

Transformational Leadership: - practices empathy, importance of collective identity, risk taking, kindness, relationship building, and goal articulation (Jin, 2010).

Transactional Leadership: - is a transaction or exchange process between leader and the follower where leader recognizes followers' needs and desires, whereas leaders benefit from the completion of tasks.

Laisses-faire Leadership: - is a leadership style in which leaders take a back seat and let group members make choices.

1.9. LIMITATION OF THE STUDY

This study is limited to the effect of leadership style of the NASA Garment Plc employees' motivation working as team and as such does not study other types of leadership style and factors that could impact motivation. Since NASA is headquartered in Hawassa Industrial Park, time and financial constraints would be another issue in limiting sample size to a tolerable level.

1.10. ORGANIZATION OF THE STUDY

This paper has been organized into five chapters. Chapter 1 of this study introduces the background of the study, statement of the problem, basic research questions, objectives of the study, hypothesis, definition of terms, significance of the study, and delimitation/scope of the

study. Chapter 2 deals with literature review on Leadership, Leadership styles (mainly on Transformational, Transactional and Laissez fair leadership styles), Motivation and relevant research associated with the points addressed in this study. Chapter 3 presents the methods of the study that is type and design of the research, the participants of the study, the sources of the data, the data collection tools employed, the procedures of data collection and the methods of data analysis used. Chapter 4 contains results and discussions with data interpretations using figures and tables, linking to previous findings and literature section. Finally, Chapter 5 offers a summary of findings, conclusions, limitations of the study and recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

This chapter examines the literature and prior works related to the research topic to support the study problem areas. The available literature authored by various researchers is evaluated in order to shed light on the study's major principles and place it in the context of previous work in the field. It presents the theoretical and empirical reviews of previous studies on the subject and finally develops the conceptual framework to frame the relationship between the variables under the study.

2.1. THEORETICAL REVIEW

2.1.1. Concept of Leadership

According to Naile, et al. (2014), the variance in attempts to come up with a complete definition of the term demonstrates the complexity of the idea of leadership. It is defined by Achua and Lussier (2013) as the process of communicating ideas, accepting institutional visions, and encouraging followers to support and apply ideas through delegation. However, Naile et al. (2014) argue that a leader is someone who naturally has the ability to influence others, rather than someone who is a manager. He also adds a disclaimer that it is conceivable for one person to possess both leadership and management capabilities, effectively demonstrating an unmistakable link between the two. According to Peter Drucker (1999), leadership requires the skill of evaluating work to guarantee that time and resources are not wasted on activities that will not yield results. According to this definition, leadership abilities include the ability to determine priorities and manage limited resources in order to meet fair goals. Even though some scholars disagree with this definition, no one has been able to argue that it is irrational.

Faeth (2010), on the other hand, recognized three types of managerial-leadership abilities:

- i. **Technical skills** refer to the ability to use methods and processes to ensure the successful completion of a task.
- ii. **Inter-personal skills** refer to the ability to understand, communicate, and collaborate with and within groups and/or alongside individuals through productive relationships.

- iii. **Decision making skills** which focuses on the ability to conceive circumstances and make a decision from a collection of options, as well as apply these options to solve issues and take advantage of opportunities.

Supervisors in an organizational setting are tasked with assessing what is and is not significant within their sphere of influence, which is a difficult task. According to Drucker (1999), these managers should overlook earlier services, prioritize the day's income provider, and be managers, sharpen focus, and place a strong emphasis on future aims.

One of the most fundamental leadership rules is to delegate the past and prepare for future issues. Policies that have been determined to be irreversible failures by analyses must be eliminated. This is what leadership is all about: being able to see flaws and failings, even if they are personal, and correcting them before they have a negative impact on the organization. Furthermore, the leader must hold himself and every member of his team accountable and continually recommit them to redefining the purpose and role of their organizations. Drucker (1999), a leader must convey the institution's goals and objectives in detail to his staff, emphasizing the benefits of the end results. To guarantee success, the leader must ensure that his team is not only aware of the objectives, but also of the strategy that will be used. The leader, according to Drucker's definition, is a team player. Autocratic leaders who make unilateral decisions that affect a large number of people are rarely found at the top of today's corporate business world. The task of being a manager has gotten far too complex to enable for such an autonomous management style to succeed.

Furthermore, according to Bolden (2004), the concept of leadership has piqued the curiosity of many researchers from the time of Plato and Socrates to the present-day Leadership and Management thinkers. He also believes that in an ever-changing global society, the concept is critical to the development of individuals, institutions, regions, and nations (Bolden, 2004). A number of academics and writers have sought to define leadership in a satisfying way (Yukl, 2014). However, as previously stated by Naile, et al. (2014), these attempts have resulted in a plurality of definitions, resulting in ambiguity. According to Bolden (2004), phrases like "happiness," "freedom," "love," and "leadership" are all too nuanced and subjective to be interpreted. Furthermore, the employment and usage of terminology like "authority," "management," "administration," and "supervision," which handle identical problems in the

organizational setting, has added to the confusion. Yukl (2014) went on to suggest that researchers typically define leadership based on their own personal perspectives. Researchers on leadership usually base their theories on qualities, conduct, influence, interaction patterns, role, relationships, and occupation of administrative posts, according to Stogdill (1974). Nonetheless, in the task of identifying a generally accepted definition, Grint (2004) has identified four major problems with the concept of leadership, making the possibility of reaching a consensus on the definition of the term an unlikely occurrence. These are “process” issues, implying a lack of agreement on whether leadership derives from the leader's personal qualities, such as his traits, or whether it is more of a social process, which finds meaning in what the leader does to induce followership. The second issue is what he refers to as the "position" issue. Whether the leader is in charge with formal or statutory authority, or if he is simply at the forefront of a group setting that can best be described as informal. The third issue is "philosophy," namely whether the leader's impact on his followers is purposeful or causal, or whether their apparent behaviors are influenced by context and situation, or even imputed retrospectively. The fourth and last issue with Grint's quest for a consensus definition of leadership is one of "purity," which raises the question of whether leadership is a simply human phenomenon that exists in individuals and communities.

Despite this, both Bennis (1989) and De Pree (2004) agree that leadership is the process of mastering particular ways of doing things better than others. De Pree (2004) also states that leadership is an art that people must practice over time in order to improve their performance. Human resource is the most significant resource in a business, according to Orozi Sougui et al. (2016). As a result, throughout the recent decade, both academics and practitioners in management have emphasized the importance of leadership and employee motivation. They also show that the position of a leader has been important since prehistoric times, particularly from Sun Tzu's time in China to Mahatma Gandhi's time in India and Nelson Mandela's time in South Africa. Managers, on the other hand, cannot force people to be successful in businesses, according to Kristine Tucker (2019), but they can motivate people by giving adequate remuneration for their work performance. Bleich (2011), on the other hand, feels that leaders can inspire people and help them achieve common goals.

2.1.2. Leadership Styles

Without regard for the trait view, the importance of what leaders do in their daily organizational lives is given precedence over their core characteristics. The writings of Douglas McGregor (1960), who stated that the styles employed by the twin notions of leadership and management are a result of the individual's personal prejudices about human nature, propelled this approach. He offered two unique perspectives on managers in organizations, which he categorized as Theory X and Theory Y managers. According to the scholar, managers who fall into the Theory X category are more likely to have a negative view of human nature and rely on the premise that the average person has an innate hatred for work and actively attempts to avoid working if at all feasible. According to McGregor, leaders that fall into this category feel that in order to ensure that people actually work, compulsion and control must be used to force staff to take on responsibilities they would not otherwise take. Theory Y managers, on the other hand, have a more optimistic view of human nature, believing that the effort that employees put into their work comes as naturally to them as leisure, and that when given the right working conditions, the average individual will not only take on responsibility but actively strive for it. This school of thought believes that leaders will ensure that their staff have the ability to demonstrate higher levels of creativity, originality, initiative, and imagination in the production of viable solutions to organizational problems. Based on the above study, it is apparent that leaders with different perspectives on human nature would have different leadership styles. Theory X leaders are more likely to be authoritarian, whereas Theory Y leaders are more likely to be inclusive and liberal.

2.1.2.1. Transformational Leadership

The concept of transformational leadership was a forerunner. James McGregor incinerates a political leadership book. He examines the distinctions between transactional and transformative leadership (Yukl, 2014). The term "Transformational leadership" refers to a leadership style that affects both individuals and their social systems. As a result of these tactics, positive changes in followers occur, which may be the result of a future leader (Kendrick, 2011). Further, transformative leadership appeals to employees' moral beliefs. This will eventually raise the followers' awareness and mobilize their energies to reform institutions (Yukl, 2014). Followers will experience trust, adoration, loyalty, and respect for their leaders if they use transformational leadership. Transformational leaders also inspire their people to go above and beyond what they

expected. According to Yukl (2014), leaders transform followers in three ways: first, by increasing their awareness of the importance of job outcomes; second, by inspiring people to put their personal interests aside for the sake of the team or organization; and third, by activating their higher order needs. Nevertheless, according to Kendrick (2011), transformational leadership can be described as four broad Meta categories of leaders' behavior: Individual Consideration – Treating all followers as unique contributors and providing coaching, mentoring feedback, and growth opportunities. When leaders give individual attention to followers and allow them to grow, followers generally outperform the level of outstanding performance. When trust is established, idealized influence becomes the foundation for a healthy relationship between leaders and followers. To build trust between leaders and followers, followers must demonstrate high levels of motivation and ethical standards. Intellectual stimulation - Challenging the status quo is a key characteristic of transformational leaders. They want their followers to come up with new ways to solve problems in their daily lives, and the phrase "this is how we used to do it" is not in their vocabulary. Transformational leadership vision allows followers to connect the dotted line and see the bigger picture. Inspiring motivation is the leader's ability to show followers the right path and the right thing to do. There may be a number of challenges that will challenge the status quo, but the leader must stand tall and clear the minds of the followers by mind mapping what the future will look like. It motivates people to work together to achieve common goals and objectives. Yukl (2014) asserts that there is no clear distinction between transactional and transformational leadership styles. Transformational leadership, on the other hand, requires internalization because inspiring employee motivation is linked to articulating an inspiring vision. Aside from that, transformational leadership inspires their followers, and as a result, followers tend to imitate and support their leader's attributions. In any case, transformational leadership is an effective leadership style on a global scale because it is the leadership that followers desire, if not the prototype of leadership that employees desire. Regardless of cultural differences, transformational leadership has an impact on all social levels because it transcends positive personal interests to a greater good for the followers (Burns, 1978).

2.1.2.2. Transactional Leadership Style

Max Weber, a German philosopher, was a forerunner of this leadership style concept. He elaborated on it in his book on the socioeconomic style of organizations. This leadership style, he defined, is one that is earned through normative rules and regulations, control, and discipline. Max Weber introduced this concept for the first time in his work on socioeconomic considerations of the organization. Similarly, Burns (2010) defined it as a work-related relationship that promotes a system of reciprocity, where a spirit of giving and taking between manager and employee serves as the foundation of their official interactions. A pay raise as a reward for dedication is one example. Employee loyalty was based not only on logic, but also on pre-existing contracts. Employees are counseled, but they are also limited to the specific tasks assigned to them. Furthermore, according to Nikezic, Puric, and Puric (2012), wages are determined by the order of seniority and the system in place in the organization. In this case, there is an existing set of rules governing the penalties for various actions and inactions. Transactional leaders prioritize the organization's goals and objectives, ensuring that they are comprehensive and clearly communicated to employees. He or she applies the same approach to assigned tasks, performance levels, rewards, and consequences. This type of leader is adamant about ignoring his employees' private interests and leaves no room for sentiment. The tone is straightforward and direct: "If you do this, you will get this." According to Burns (ibid), this type of leadership is a "favor-for-favor" exchange, a trade-off of desires, a give and take so that all parties are satisfied that their objectives have been met. The style is particular on its insistence on carrying out set tasks in the proper way. The transactional style of leadership consists of three major branches. They are:

- (1) Contingent Rewards
- (2) Management by Exception (passive)
- (3) Management by Exception (active).

The comparison of these more traditional leadership styles to the more liberal transformational style has been made.

2.1.2.3. Laissez-faire Leadership style

Luthans (2011) defines laissez-faire leadership as a surrender of responsibility and a refusal to participate in decision-making. Similarly, Robbins and Judge (2013) make the same claim as Luthans (2011). Laissez-faire leaders are uninvolved in their followers' and coworkers' work. As a result, justifying their leadership style in an organizational environment is difficult. Leaders that adopt the laissez-faire leadership style are generally regarded as inactive. Their attribution has a negative impact on the performance of their followers (Judge and Piccolo, 2004). Laissez-faire leadership styles appear to be a passive type of leadership, according to Hinkin and Schriesheim (2008), who concur with the preceding remark. People who exhibit this leadership quality are more inclined to maintain a social distance from their followers. They also avoid interacting with their fans. Therefore, it is clear that businesses suffer as a result of this long-distance interaction with leaders and followers. Add to that the fact that they are avoiding their followers means they are not presented with the company demands and organizational goals and objectives as they should be, making it less likely for a business to operate to its full potential. Hinkin and Schriesheim (2008) expand on this idea by referring to laissez-faire leadership as a "lack of leadership." They make every effort to abdicate their decision-making autonomy and delegate further leadership tasks to their followers. Followers regard their leaders as task delegators rather than guides. Wong and Giessner (2016), on the other hand, consider this leadership as having a positive side. The effectiveness of their actions is determined on the followers' view of their leadership traits. Even though some literature characterizes laissez-faire leadership as a negative style of leadership, there may be a follower who thrives and is drawn to laissez-faire leadership. Some followers may view additional responsibility and decision-making authority as part of being empowered. They regard all their obligations and autonomy as achieving the expectations of their superiors to improve themselves. Followers have actively participated at this phase for a leader to practice their leadership style. As a result, it is reasonable to say that the effect of the laissez-faire leadership style on the follower's eyes is only positive or negative at this stage. Similarly, Chaudhury and Javed (2012) argue that when leaders and followers are both equally motivated and knowledgeable in their domains, laissez faire leadership can be beneficial to the firm. They mention the relationship between scientists in a

chemistry lab as an example of this leadership style because senior scientists will delegate decision-making and investigation to group members. Furthermore, a growing number of researchers argue that leaders who embrace individual empowerment are negatively impacting the organization (Van Dijke et al., 2012). A leader who encourages independent follower work may weaken the relationship between followers, which may have an impact on follower citizenship behaviors as well. As a result, laissez-faire leadership can contribute to an extremely negative work environment. Because leaders are avoiding their responsibilities, followers will be given more work responsibilities, which will cause stress for employees and possibly lead to burnout. Similarly, this type of leadership can contribute to interpersonal conflict within the work group because of the leader's negligence. There may be some individuals who act as acting leaders in the absence of a leader. Employees would be demoralized and dissatisfied with their jobs, resulting in emotional exhaustion and other health issues (Skogstad, Nielsen, and Einarsen, 2017). In addition, when laissez-faire leaders are present in an organization, employees are bullied by their colleagues, which is a major effect they have identified. On this basis, it is reasonable to infer that laissez-faire leadership is responsible for a greater share of workplace bullying, harassment, and major workplace misconduct (Skogstad, Nielsen and Einarsen, 2017).

2.1.3. Motivation

"A pleasurable or pleasant emotional state coming from the appraisal of one's employment experiences," according to Locke (as described by Saari and Judge, 2004, p396). This concept emphasizes two aspects: an employee's emotional attachment to their job and the employer's deliberate examination of the employee's work. Motivation, according to David and Anderzej (2010), can be defined as cognitive decision making with the intention of initiating and monitoring behavior targeted at reaching a specific objective. Reviews are conducted at work using appraisals, and appraisals at work have preset standards. Their results may elicit an emotional response from the employee, and this reaction will determine whether the person is satisfied or unhappy. Positive ratings may indicate that an employee is satisfied, while negative reviews may indicate that the employee is dissatisfied. Every employee is motivated by either external stimuli (extrinsic) such as rewards or internal factors (intrinsic) such as a desire to achieve better.

2.1.4. Theories of Motivation

Most academics describe a leader as someone who inspires others to work toward a common objective (Orozi Sougui et al., 2017). Enthusiasm is a powerful motivator for achieving corporate objectives. As a result, it is reasonable to conclude that meeting individual needs might spark individual enthusiasm Haque, Haque, and Islam (2014). They also stated that motivation entails attaining organizational goals while also meeting employee requirements. (ibid).

Motivation, on the other hand, is a process that involves individuals doing voluntary activities in a desired direction and persistence on achieving goals and objectives (Mitchell, 1982, p.81 cited in Ramlall, 2004). People are the drive to succeed; in real life context, there are people who struggle to read their textbooks for 20 minutes continuously could have the energy to devour the whole Harry Potter books in a day. This means motivation levels could be the difference by an individual to another also within the same individuals it could act differently in different circumstances Robbins and Judge (2013). Therefore, they suggest that motivation is a synergy of three collective components. Those are an individual's strength, trend, and perseverance for attaining desired objectives. If we consider these three aspects by isolating each component it is evident that neither of them could stand alone without the support of others. If we take intensity, high intensity could not confirm to bring high job performance unless channeling that force for an aimed direction. Then persistence, which measures how long a person, can maintain their efforts. Motivated employees endure tasks long enough to achieve their goal. Anyhow Ramlall (2004) states four different models to identify employee motivation.

- i. **Need theories:** - Need-based theories describe motivated behavior as individual efforts to meet needs that helps manager to identify what people need to make sure that the work environment becomes a means of satisfying these needs.
- ii. **Equity theory:** - according to Adam's to be motivated individuals need to perceive that the rewards they receive for their contributions are fair, and these rewards are similar to those received by their peers.
- iii. **Expectancy theory:** - states that Employee motivation is determined by how much an individual desires a reward (Valence), the chance that the effort will result in desired

performance (Expectancy), and the perception that the performance will result in reward (Instrumentality).

- iv. **Job design model:** - is defined as the systematic and purposeful allocation of tasks to groups and individuals within an organization
- v. **Job Characteristics Model:** - is based on the idea that a task in itself is the key to the employee's motivation, which implies that versatile job has a positive effect on motivation.

However, Haque, Haque, and Islam (2014) believe Maslow's Hierarchy of needs is one of the prominent motivation theories in the world. Hence, Maslow theory suggests that "people always tend to want something and what they want depends on what they already have". Therefore, Maslow categories human needs in five different stages.

2.1.5. Hierarchy of Needs

- i. **Physiological needs** – These are the most basic needs which are required for survival, like shelter, food and other bodily needs. These are important needs as they are the natural instincts, as all other needs will become secondary until and unless this need is fulfilled.
- ii. **Security needs** – This includes needs for security and protection of human health and properties. Security needs are essential but not as vital as basic needs.
- iii. **Social needs** – these needs are less essential, when compared to the first two. Social needs include friendship, intimacy, family, and sense of connection. Contribution in any social or religious activity is also considered as social needs
- iv. **Esteem needs** – once the first three get satisfied, then comes the needs for things that reveal self-respect, recognition and freedom
- v. **Need of Self-actualization** – it is the highest level of Maslow's Hierarchy of needs. Here people are conscious and concerned about personal growth. They are not worried about the opinions of others nor are they interested in fulfilling them.

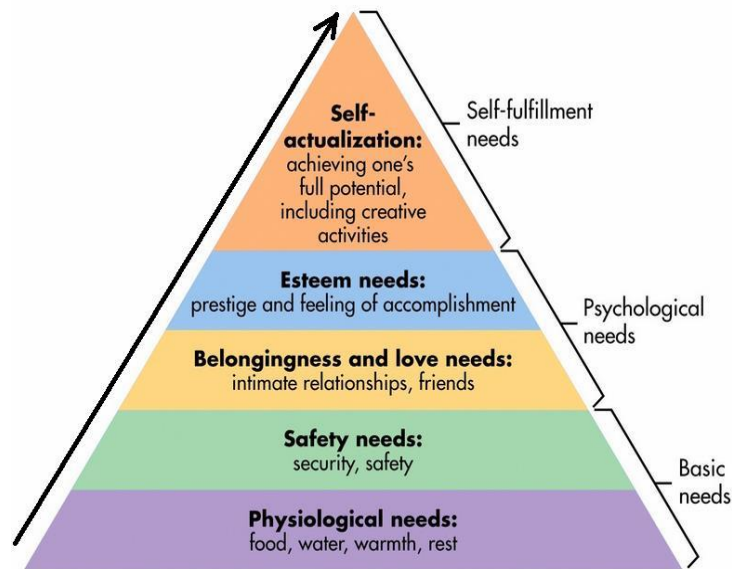


Figure 2.1: Maslow's Hierarchy of Needs (Abraham Maslow, 1943)

Maslow has separated these five needs into layers from bottom to top in an order where employees' basic needs come bottom layer and satisfying each the bottom layer means employee will fall into the upper layer of the triangle.

2.1.6. Theory X Theory Y

Apart from these Robbins and Judge (2013) reports Douglas McGregor (1960) first presented the theory X and theory Y for motivation. He identified that human nature in two distinctive ways. Under theory X managers believe some employees are inherently dislike of work and therefore monitoring them and directing them inside the workplace in critical for organization performance. Besides theory Y explain average persons are willing to accept responsibilities and even seek responsibilities they see work as something as indulging play and rest in organism's lifetime. According to Markwell (2004) people who fall for Theory X and Theory Y are following:

Theory X	Theory Y
Individuals need close attention and supervision	Individuals need freedom to perform their task
Will avoid responsibilities	Individuals seek responsibility
Supervision will have to force them to perform	Individuals will drive them self for perform
Supervision must act as the source of information and transmit it to the followers	Rigorous, ingenuity and creativity are adopted this society.

Table 1.1 : Theory X and Theory Y (Douglas McGregor, 1960)

2.1.7. Two-Factor Theory

Another motivation-related theory that was introduced in the late 1960s is Frederick Herzberg's Two Factor Motivation Theory. According to Robbins and Judge (2013), everyone's attitude toward work is equal, and one's attitude toward work can influence whether one succeeds or fails. As a result, Psychologist Herzberg asked people in a specific setting to express how they felt about their professions. He devised the Two-Factor Theory based on the responses he received. According to this approach, two criteria exist: motivating factors and hygiene factors.

- i. **Motivation Factors** – Achievement, Recognition, Work itself, Responsibilities, Advancement and Growth
- ii. **Hygiene Factors** – Company Policies, Supervision, Relationship, Work conditions, Remuneration and Salary.

According to Herzberg's research, the opposite of contentment is not unhappiness, as was previously thought (Robbins and Judge, 2013). Job contentment will not be achieved by eliminating unhappy characteristics. It will only lead to a sense of dissatisfaction. The same may be said about discontent; no discontent is the polar opposite of discontent. According to this theory, an organization's management staff should recognize that reducing work unhappiness does not imply that employees are motivated, but rather that it creates a condition in which they are not driven.

If leaders want to keep their staff happy, they should concentrate on variables that are directly related to the work itself or the work's outcomes. Personal growth, advancement opportunities, acknowledgment, responsibility, and achievement are examples of intrinsic motivation elements.

2.1.8. Team Motivation

Al Bandura (1997) has spent much of his career researching how to encourage people who operate in groups. He has a lot of evidence from a lot of field and laboratory investigations showing team motivation incorporates two or three other issues.

2.1.8.1. Two key features of team motivation - expertise and collaboration.

When people work in groups, they face two issues that can either help or hinder their team spirit and motivation: the first is their belief that other team members possess the variety of skills and knowledge required to achieve team goals; and the second is their expectation that the team will collaborate effectively to complete the task. Members' concerns about the competence of their team colleagues are crucial to team motivation when teams are made up of people with various but compatible skills. Each team member must be seen as capable of contributing to the team's objectives. When people have doubts about one or more of their team members' competences and believe that the other members' abilities are required to complete the task, motivation declines significantly.

Enhancing team motivation therefore requires that team members must be encouraged to have confidence in each other's ability and if that confidence is damaged, it must be repaired quickly and effectively. Directly confronting the confidence issue is recommended if the questioned member has expertise that is not appreciated. If expertise is lacking or questionable, team members may have to be replaced. The best approach to avoid this issue is to take it into consideration while forming teams. Even when members of a team trust each other's skills, they may have doubts about the team's ability to work together effectively. Due to the importance of collaboration for team success, disobedient extremely independent yet skilled players might derail team motivation by refusing to successfully collaborate with other colleagues. One solution here is to avoid assigning highly independent people to work in collaborative teams.

- i. **Social loafing in teams.** Team members who refuse to carry their fair share of the load undermine team motivation. This is referred to as "social loafing." Some team members

seemed to believe that when they work together, they don't have to put in as much effort. Since the turn of the century, social loafing has been the topic of performance research. Early studies looked at how much force people used to pull on a rope when told to "pull as hard as they could." After determining each person's average pull force, groups of two, three, and more were invited to "pull together." When more people were added to the rope, each person seemed to pull a little less powerfully on each occasion.

- ii. **Correcting social loafing through individual assessment.** The "loafing" effect can be eliminated very quickly and effectively with one strategy. When we assess the individual contribution of each member of a team, whether they are pulling a rope or designing a new product, social loafing disappears (Clark & Estes, 2002). Thus, another crucial support for team motivation is to inform team members that the organization will assess the individual contributions of each member of every team rather than only assessing the achievement of the entire team.

2.1.9. Relationship between Leadership and Motivation

Leadership and motivation are two topics that have received a lot of attention in the last two decades, particularly in management literature (Schaffer, 2008). When defining leadership, the term "motivation" is almost always included (Orozi Sougui et al., 2017). Leadership is the ability to influence and motivate others to achieve the best possible outcome from the group in which they participate as members (Schaffer, 2008). As a result, it is understandable that without motivating followers, leadership in an organization cannot succeed. Simply put, motivation is an individual effort. Motivated individuals are willing to exert a high level of effort in their daily work. Their efforts are motivated by the desire to meet the needs of individuals. However, consider the following scenarios: a newly hired employee in an organization and a fairly old employee in an organization. Because of his or her enthusiasm for the job, the new employee may be highly motivated. However, because of his inexperience, this new employee may make mistakes in his work. However, this is not the same as being related to a senior employee. They may have a lower level of motivation than new recruits. However, because of their experience, they were able to complete their day-to-day tasks without incident. In that case, leaders should recognize that motivation is one of the factors influencing employee performance. However, employee motivation is not the only factor that influences employee performance. Other factors,

such as a person's ability to handle the task, are also important (Schaffer, 2008). Furthermore, the role of leader and supervisor plays a significant role in motivating employees within the organization. This discovery led to the development of goal-setting theory. Setting reasonable and challenging goals can result in a motivating and energetic work environment (Locke and Latham, 1990). They do, however, emphasize that challenging goals can contribute to employees' self-efficacy. Because, from the employee's perspective, setting objectives for employees symbolizes the leader's level of expectation in terms of the employee's abilities, it contributes to the employee's degree of motivation. However, a leader must be meticulous when defining goals for his or her personnel; choosing goals that are too difficult or easy will demoralize the workforce. The role of the leader is to persuade employees that they have been given the opportunity to perform for their own benefit. Employees will believe it is a waste of time and effort to persevere for an impossible goal if a leader sets a goal that is above their level of realization.

Further Expectancy Theory would be a thought-provoking theory for leaders to consider. According to this hypothesis, an individual's level of expectancy may influence their motivation (Van Eerde and Thierry 1996). Employees are highly valued in this environment for achieving their personal objectives. As a result, they devote their efforts to a specific task that will result in the achievement of both employee and corporate goals. At this time, goal setting theory has linked with the perceptual relation between effort and performance. The effort and performance expectancy link would be disrupted if a leader set an overly demanding objective for the follower. As a result, motivation would dwindle. We can link this theory to a learner for a better understanding. Students will come to the conclusion that studying for "X" amount of hours will yield the best results based on their grasp of the studies they are pursuing. That is a promising prospect. However, if they are unsure about their grades, the number of hours they study will have little effect on their desire, and students will have a negative anticipation. As a result, the goal of the leader is to foster good employee expectations so that the organization can achieve great results (Schaffer, 2008). Therefore, according to Schaffer (2008), there is a link between performance and rewards. As a crucial criterion for motivation, performance awards could be activated. These performance incentives can elevate employee expectations, which is a good thing. As a result, employees are encouraged to pursue financial or non-financial rewards that

lead to improved organizational performance. At this point, the leader's job is to devise a rewards strategy and stick to it. If these two conditions are met, leaders can make a significant contribution to the organization's success.

2.2. EMPIRICAL REVIEW

The study conducted by Shery Wojtara-Perry (2016) was exploring the impact of transformation leadership on the success of Global Virtual Teams in the global business world and team longevity on measuring employee satisfaction and leadership effectiveness. The study used quantitative research design to examine the relation between Transformation leadership and employee job satisfaction when controlling for age and gender, and team longevity pertaining to leadership effectiveness and employee productivity. The findings indicate that there was sufficient evidence to infer that transformational leadership is related to employee job satisfaction in GVTs. Moreover, the findings indicated that team longevity could not be proven to moderate the effect of transformational leadership on leadership effectiveness. The study confirmed that the Transformational leadership increases team productivity, but team longevity pertaining to productivity does not have a positive correlation to transformational leadership style. These are meant to reinforce the positive relationships found between the characteristics of transformational leadership and job satisfaction in off-workplace GVTs.

Abdul Q.C. and Husnain J. (2012) conducted a study on Transactional and Laissez faire leadership styles and their effects on motivation in Pakistan's banking sector to determine which leadership style is best for employees to enhance their motivation level inside the firm. Transformational leadership has been found to have a favorable, strong, and significant relationship with commitment. However, due to management's lack of interference, motivation for Laissez Faire is minimal. It was also discovered that though Laissez-faire has a positive relationship, the relationship is insignificant, implying that Laissez Faire is not an important style for increasing motivation level of the workers when compared to other leadership styles.

A study by Maulana Ali (2018) showed the effect of motivation, Transactional leadership style and organization culture toward employee performance at public service office in South Sumatera Province. The investigation was using sample of 150 employees taken from four public

service offices, with the findings that can be inputs for office management related to public service providers to improve their performance.

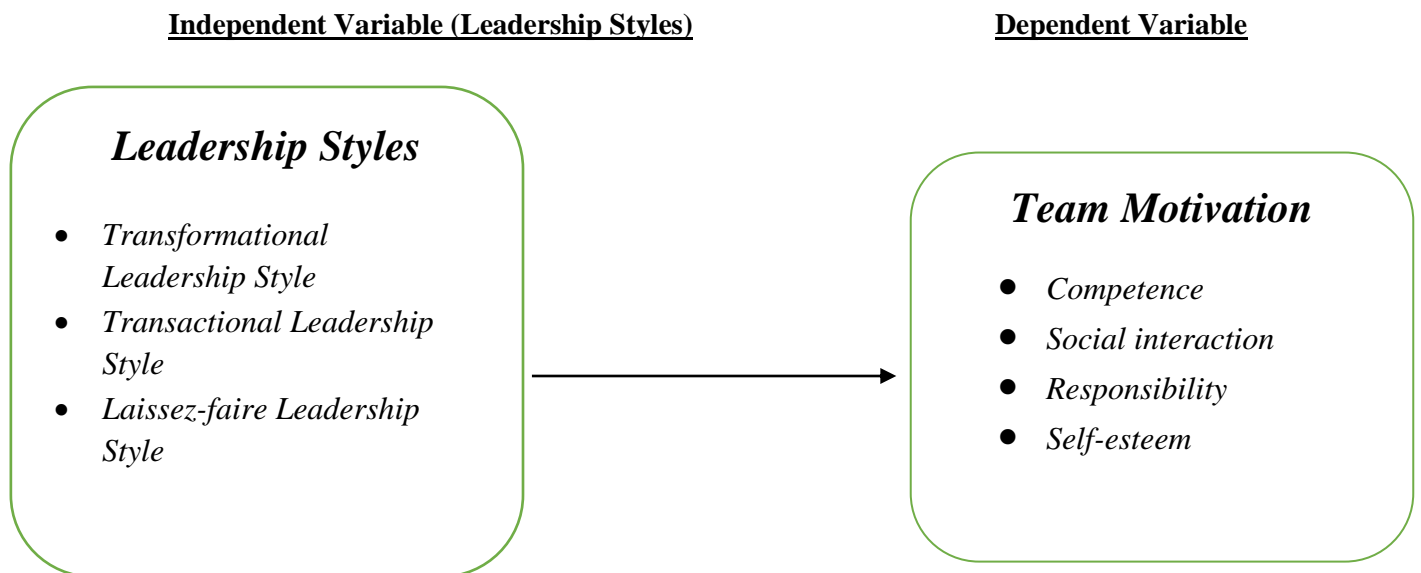
Muhammad Fiaz (2017) study explore the intriguing question of the most pragmatic leadership style and its potential impact on employees' motivation. The findings propose the preference of democratic and laissez-faire leadership style in the face of deleterious bureaucratic environment. Caution must be taken while strategizing, as laissez-faire leadership style exhibited negative association with employee performance outcomes in terms of employee satisfaction in the context of Pakistan.

Ali M. Alghazo and Meshal Al- Anazi (2016) conducted a mixed methods study to investigate the connection between the accepted leadership style and employee motivation at a private petrochemical business in Saudi Arabia's eastern area. A survey of 30 employees from two departments was created and circulated. In addition, interviews with a focus group of ten employees were conducted to confirm the survey's findings. The study discovered a strong link between leadership style and employee motivation, with a positive correlation for transformational leadership and a negative correlation for transactional leadership.

2.3. CONCEPTUAL FRAMEWORK

The conceptual framework defines the study's key elements and illustrates how they can interact. It is a theoretical explanation of what the research study wants to examine, helping readers to understand the research's purpose in a specific way (Leshem and Trafford, 2007).

Team motivation is seen as a dependent variable in this framework, whereas leadership styles are regarded as independent factors.



*Figure 2.2: Conceptual Framework
(Source: Researcher's Own Concept)*

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. RESEARCH DESIGN

The study is both descriptive and explanatory in nature that attempts to determine the correlation between leadership styles and team motivation. To determine cause and effect, a descriptive research method was used to describe a population data set by calculating the frequency, mean, and standard deviation of respondent conditions or phenomena in a systematic and accurate manner. It is an appropriate method to use whenever the goal of the research is to identify characteristics, frequencies, trends correlations and categories. The Inferential analysis was also used to draw conclusions from data collected from a single experimental study and applied them to the larger population.

3.2. RESEARCH APPROACH

The study's goal is to investigate the impact of leadership styles (Transformational, Transactional and Laissez-fair as independent variables) on Team Motivation (as dependent variable) at NASA Garment Plc. Quantitative research was employed to produce more reliable results. Quantitative research is a method for putting objective ideas to test by evaluating the connection between variables. These variables can then be measured, often using instruments, and the resulting numerical data can be statistically analyzed. (Creswell, 2009).

3.3. RESEARCH POPULATION AND SAMPLING TECHNIQUES

To assure fair presentation of all population to be included in the sample, the researcher used simple random sampling method. The total population's size of the organization is 345, as of June 2021. The sample size was determined by using the Slovin's formula (Serakan, 1992): Applying 5% error margin,

Therefore,

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{345}{1 + 345(0.05)^2}$$

$$n = 185$$

Where:

N: is the population size i.e 345

n: is the sample size to be calculated

E: is the margin of error i.e 5%

Applying 5% error margin, the sample size of employees/subordinates for the study are 185 members of the target population. Therefore, the study's sample size of 185 is fair enough to represent the target population of the study area.

The numbers of employees at the managerial level is 35. Due to the small number of managers, all of them were considered to participate in the study.

3.4. SOURCE AND TOOLS/INSTRUMENTS OF DATA COLLECTION

Both primary and secondary data sources were used to undertake the study. Qualitative and quantitative data were collected through different data gathering tools. The questionnaires include three parts: Part I – present personal data of the respondents to use for the descriptive analysis purpose, Part II – assesses applied leadership style and Part III – assess the effect of workers team motivation with the relationship of different leadership styles: Transformational, Transactional and Laissez-faire. These questions are close-ended and formulated according to the Likert-type scale with five degrees of intensity.

3.5. DATA ANALYSIS TECHNIQUES

The data gathered from the questionnaires completed by respondents has been computed and analyzed using SPSS (Version 28). Data are processed and analyzed using descriptive and inferential data analysis techniques.

3.6. VALIDITY AND RELIABILITY

In quantitative research, the instrument's reliability and validity are critical for reducing errors that may result from measurement issues in the research project. The validity is defined as the extent to which a concept is accurately measured in quantitative study. Through a review of the literature and the adaptation of instruments used in prior comparable studies, this study attempts to address validity.

3.6.1. VALIDITY TEST

As criteria and content validity are not tested statistically in this study project, but may only be determined subjectively by the researcher (Wong and Aspinwall, 2005), the following activities were performed to ensure the validity:

- Colleagues reviewed the questionnaire for accuracy which was done to identify any possible flaws in the research instruments, guaranteeing the validity of the results;
- Data was obtained from the reputable sources; and
- Survey questions were created based on previous empirical reviews and literature reviews and literature reviews to ensure the validity of the results.

Moreover, in order to obtain valid results, the questionnaires were translated to Amharic version.

3.6.2. RELIABILITY TEST

Test of reliability refers to how dependable and consistent a test is in measuring what it is meant to measure. In other terms, it assesses the internal consistency of the items on a scale to ensure that the measuring tool used in the study was error-free, resulting in a trustworthy output from the measurement instrument. It also displays how closely the items in a questionnaire are connected to one another. Cronbach's alpha is one of the most popular. Its coefficient values usually range from 0 to 1, with higher values suggesting more internal consistency. To achieve internal dependability, various authors accept varying values for this test, the most generally recognized values is equal to are greater than 0.70 (Hair et al., 2003). Hinton (2014) also proposed four distinct levels of dependability: excellent reliability runs from 0.90 and above, high reliability ranges 0.70 and 0.90, high moderate reliability between 0.50-0.70 and low reliability 0.50 and below.

The Cronbach alpha value for this study is 0.821. This indicates that the model has a high level of internal consistency. As a result, the measurement may be considered to be excellent. A high Alpha coefficient of 0.821 simply indicates that the component is likely to occur if the study is reproduced in a different application context.

3.7. ETHICAL CONSIDERATIONS

In order to protect the privacy of the respondents, proper measures have been taken to ensure the maximum care regarding the respect, dignity and freedom of each participant in this study. The participants were made aware about the requirement of the study, its purpose and were requested for their willingness to participate in the study. Their privacy was respected and the confidentiality of the information they provided was well protected. Furthermore, the works of other scholars whose works were used in this research have been properly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. INTRODUCTION

The purpose of this chapter is to evaluate the influence of leadership style on team motivation at NASA Garment Plc using data analysis and interpretations. The surveys were designed as Likert Scale ratings to assess respondents' views or opinions, and the results were analyzed using IBM SPSS Version 28. The results of data gathered have been presented through the below sections.

4.2. SAMPLE AND RESPONSE RATE

Table 4.1

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Transformational Leadership	165	100.0%	0	0.0%	165	100.0%
Transactional Leadership	165	100.0%	0	0.0%	165	100.0%
Laissez-Fair Leadership	165	100.0%	0	0.0%	165	100.0%
Team Motivation	165	100.0%	0	0.0%	165	100.0%

Source: Own survey (2021)

Based on the sample size determined in the previous chapter, 185 questionnaires were distributed to the sampled respondents. Out of the total questionnaires distributed, 165 (89%) valid questionnaires were obtained and used for further analysis. As showed on the above table all the section of the questionnaires for 165 respondents has been fully answered (100%) with no missing data or unanswered question.

4.3. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The demographic features of the respondents were analyzed using descriptive statistics and frequencies. The following summarized the respondent's personal and job-related profiles which include gender, age, marital status, level of education, work experiences and job level at NASA.

Table 4.2 – Demographic Characteristics

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	Male	41	24.8	24.8	24.8
	Female	124	75.2	75.2	100
	Total	165	100	100	
Age					
Valid	20-35	79	47.9	47.9	47.9
	36-45	57	34.5	34.5	82.4
	46-60	28	17	17	99.4
	above 60	1	0.6	0.6	100
	Total	165	100	100	
Marital Status					
Valid	Single	62	37.6	37.6	37.6
	Married	87	52.7	52.7	90.3
	Divorced	16	9.7	9.7	100
	Total	165	100	100	
Education Level					
Valid	Grade 8	51	30.9	30.9	30.9
	Grade 12	48	29.1	29.1	60
	Diploma/TVET	36	21.8	21.8	81.8
	Degree	25	15.2	15.2	97
	Masters	5	3	3	100
	Total	165	100	100	
Job Level					
Valid	Top LM	13	7.9	7.9	7.9
	Middle LM	34	20.6	20.6	28.5
	Non-ML	118	71.5	71.5	100
	Total	165	100	100	
Work Experience					
Valid	1-3 years	35	21.2	21.2	21.2
	3-5 years	40	24.2	24.2	45.5
	5-10 years	45	27.3	27.3	72.7
	above 10 years	45	27.3	27.3	100
	Total	165	100	100	

Source: Own survey (2021)

As indicated on Table 4.2 above, 24.8 % of the respondents are male while the female ones constitute 75.2%. This implies that the number women workers dominate at NASA Garment PLC unlike in most organizations. The age group “between 20 to 35”, “36 to 45”, “46 to 60” and “above 60” years constitute 47.9%, 34.5%, 17% and less than 1% respectively. From this, it can be concluded that the younger and the working age “between 20 to 45” dominates in the company with the added percentage of about 82%. The motivational efforts instilled on this energetic age will have a significant impact on the company’s overall performances. Regarding the marital status, single, married and divorced respondents account 37.6%, 52.7% and 9.7% respectively. Most of respondents of the questionnaires were married individuals. There is no widowed staff in the sample. In the above table, it is also indicated that those respondents who completed “Grade 8”, “Grade 12”, “Diploma/TVET”, “Degree” and “Master’s” were found to have 30.9%, 29.1%, 21.8%, 15.20% and 3% respectively. From this it can be concluded that those who have educational background of at most “12 Grade Compete” dominates the company with the added percentage of about 60%. This may be considered as a fact that most manufacturing companies employ more labors than professional staff especially in the labor-intensive market like in Ethiopia. Out of the total respondents, 7.50% are from top level management, 21.10% from the middle level management and the remaining 71.40% is from the non-management staff. This finding is in line with the educational background explained in the preceding paragraph. The respondents with years of experience of 1-3 years, 3-5 years, 5-10 years and above 10 years account relatively with proportional ratio of 21.8%, 24.2%, 27.3% and 27.3% respectively. This would be considered as important for the study as all employees with differing work experiences are represented fairly in the research.

4.4. DESCRIPTIVE STATISTICS FOR LEADERSHIP STYLE

Descriptive statistics were employed to assess the mean and standard deviation of the responses of respondents regarding the influence of leadership styles on team motivation at NASA Garment Plc. It was used to present quantitative descriptions in more digestible format; each descriptive statistic condenses a large amount of data into a more concise summary (Gelman, 2006). The three most common types of leadership style were investigated here. The first one is transformational with nine statements to assess, and second is transactional leadership which has

ten statements to be assessed. The third one is laissez-faire leadership with six statements to be examined.

Respondents were asked to rate their opinions on a five-point Likert type scale ranging from 1 to 5, with 1 representing strongly disagree and 5 representing strongly agree. Rates of “Strongly Disagree (1)” and “Disagree (2)” were classed as “Disagree” for ease of analysis, while ratings of “Strongly Agree (5)” and “Agree (4)” were categorized as “Agree”. The mean scores for all variables were calculated by equally weighting the mean scores of all items within each dimension. The standard deviation is used to offer information about the dispersion of a variable's values from its mean value. The descriptive analysis findings are presented in the tables below.

4.4.1. TRANSFORMATIONAL LEADERSHIP STYLE

Table 4.3

Transformational leadership - Descriptive Statistics

	N	Mean	Std. Deviation
My superiors are always seeking new opportunities for the industry	165	3.33	0.82
My superior inspires others with his/her plans for the future	165	3.24	0.99
My superior is able to get others committed to his/her dream of the future	165	3.24	0.88
My superior encourages employees to be “team players”	165	3.41	1.03
My superior gets the group to work together for the same goal	165	3.68	0.99
My superior develops a team attitude and spirit among his/her employees	165	3.85	0.9
My boss shows respect for employee’s personal feelings	165	3.25	0.94
My superior believes in leading by “doing” rather than simply by “telling”	165	3.45	1.1
My superior has stimulated me to think about old problems in new ways	165	3.16	1.06
Pooled result	165	3.4	0.57

Source: Own survey (2021)

As shown on Table 4.3 above, the mean and standard deviation value of the respondents’ by the above nine statements that could describe the Transformational leadership style.

The mean and standard deviations for the various questions raised in relation to the Transformational Leadership Style are found to be ranging from 3.16 and 1.06 for “My superior has stimulated me to think about old problems in new ways” to 3.85 and 0.90 for “My superior

develops a team attitude and spirit among his/her employees” respectively. When the overall result for the constructs made for the Transformational Leadership Style is seen, it is found to have a mean value of 3.40 and standard deviations of 0.57.

4.4.2. TRANSACTIONAL LEADERSHIP STYLE

Table 4.4

Transactional leadership - Descriptive Statistics

	N	Mean	Std. Deviation
When we do what we are meant to do, my superior rewards us.	165	2.66	1.17
My superior concentrates full attention on dealing with mistakes, complaints and failure	165	2.79	1.22
My boss emphasizes to others what they may obtain in exchange for their efforts	165	3.05	.99
My boss believes that staff should be closely monitored because they are unlikely to complete their tasks	165	3.24	1.05
My boss doesn't try to modify anything as long as thins are working	165	3.33	.91
My supervisor informs us of the standards we must meet in order to complete our task	165	3.52	1.01
I feel insecure about my job and need some guidance	165	2.69	1.27
My boss is the master judge of employee accomplishments	165	3.22	.95
My boss gives orders and explains processes	165	3.45	.97
My boss feels that the majority of employees in general are lazy	165	2.59	1.11
Pooled result	165	3.06	.49

Source: Own survey (2021)

Various constructs were made to uncover the feelings of the respondents about the Transactional Leadership Style. As presented on the above Table 4.4, the statement “My supervisor tells us the standards we have to know to carry out our work” had the highest mean value of 3.52 and standard deviation of 1.01 while the statement with the lowest mean of 2.59 and standard deviation of 1.11 was that “My supervisor believes that the most employees in the general population are lazy”.

In general, the Transactional Leadership Style has registered mean value of 3.06 and a standard deviation of 0.49. This value illustrates that the agreement level of the respondents that their immediate leader or manager indeed practiced transactional leadership style.

4.4.3. LAISSEZ-FAIRE LEADERSHIP STYLE

Table 4.5

Laissez-faire Leadership Style - Descriptive Statistics

	N	Mean	Std. Deviation
In my most difficult instances, my superior allows me to solve the problem on my own	165	2.70	1.01
While I'm working, my boss stays out of the way	165	2.96	1.05
My boss usually allows me to evaluate my own work	165	2.48	1.09
In most cases, I want little supervision from my boss	165	3.50	1.05
My boss provides me total freedom in resolving difficulties	165	2.59	1.15
My boss believes it is preferable to leave subordinates alone in general	165	2.67	1.21
Pooled result	165	2.82	.75

Source: Own survey (2021)

The mean and standard deviation values of the respondents as determined by the six statements that may be used to characterize the laissez-faire leadership style are shown in Table 4.5.

The statement “In most situations, I prefer little input from my supervisor” received the highest mean value of 3.50 with a standard deviation of 1.05, whereas the statement describing leader behavior by stating that the manager allows subordinates to appraise their own work received the lowest mean value of 2.48 with a standard deviation of 1.09.

Laissez-faire leadership had a mean value of 2.82 and a standard deviation of .075, as measured by six items. This value indicates respondents' perceptions that their immediate leader or boss does not have a laissez-faire leadership style in comparison to others. This finding shows that NASA Garment Plc does not adopt laissez-faire leadership.

4.5. DESCRIPTIVE STATISTICS FOR TEAM MOTIVATION

Table 4.6

Team motivation - Descriptive Statistics

	N	Mean	Std. Deviation
My team has confidence in itself	165	3.41	.97
When my team works hard, we can accomplish a lot.	165	3.82	.71
My team feels it has the potential to be productive	165	3.71	.84
My team believes that their efforts are valuable	165	3.75	.64
My team feels that its work is meaningful	165	3.56	.84
My team can select different ways to do the team's work	165	2.71	1.02
My team determines as a team how things are done in the team	165	2.72	1.05
My team makes its own choices without being told by management	165	2.48	.99
My team performs tasks that matter to this company	165	3.91	.75
My team makes a difference in this organization	165	3.59	.97
Pooled result	165	3.37	.57

Source: Own survey (2021)

Table 4.6 summarizes the responses related to the various constructs made in relation to the dependent variable i.e. Team Motivation. The respondents believe that the team at NASA Garment Plc performs tasks that significantly matter to their company with a mean value of 3.91 and standard deviation of 0.75. As per their response, the construct “My team makes its own choices without being told by management” scored the lowest mean value of 2.48 with standard deviation of 0.99. From this it can be understood that the employees do not consider this construct to contribute to the Team Motivation. In other words this may mean that the employees have confidence and belief in the management and perform their responsibilities without expecting instructions from their supervisors. One of the characteristics of the Transformational Leadership Style is idealized influence in which the leader makes his/her followers to feel good, build faith and perform their tasks with a little supervision. It is in line with the above findings that the Transformational Leadership Style is currently the dominating style at the company.

Table 4.7
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	165	2.00	4.56	3.40	.57
Transactional Leadership	165	1.90	4.30	3.06	.49
Laissez-Fair Leadership	165	1.83	4.50	2.82	.75
Team Motivation	165	2.00	4.60	3.37	.57
Valid N (listwise)	165				

Source: Own survey (2021)

From the Table 4.7, it can be seen that the dominant leadership at NASA at the present is Transformation Leadership Style with the highest mean value of 3.40 and a standard deviation of 0.57. The second most common leadership style at NASA is transactional leadership, which has a mean of 3.06 and a standard deviation of 0.49. Laissez-fair leadership style with a mean value of 2.82 and standard deviation of 0.75 has been found to be the third-rated leadership style.

According to Bass and Avolio (1999), a leadership style with mean score of 3 and above is said to be an effective leadership. Therefore, NASA Garment leadership is thought to demonstrate Transformational Leadership Style as a dominant leadership style, followed by Transactional Leadership Style, with the target sample responding “Agreed” to the questions because the mean value of both styles is more than 3. (3.40 and 3.06). The target sample, on the other hand, answered Neutral to the questions about Laissez-faire Leadership Style because its mean value was between 2.70 and 3.40.

4.6. INFERENCE STATISTICS

Inferential statistics, unlike descriptive statistics which directly summarizes the data, are used to draw conclusions from data acquired from a single experimental study and apply them to broader populations. Inferential analysis employs statistical tests to determine if the pattern observed is due to chance, data collection effects, or intervention effects. Research often uses inferential analysis to determine whether there is a relationship between a proposed hypothesis and an outcome, as well as the strength of that relationship. As inferential statistics is all about statistical procedures, the goal is to establish a conclusion regarding the relationships between the study's interest variables. (Botti M, Endacott R., 2008)

4.6.1. CORRELATION ANALYSIS

Bivariate Correlation: The bivariate correlation test analyzes if two variables are related linearly (as one variable increases, the other also increases or as one variable increases, the other variable decreases). In addition, the Pearson product moment correlation coefficient is a measure of the linear correlation between two variables X and Y, with a value ranging from +1 to -1, inclusive, where 1 represents total positive correlation, 0 represents no correlation, and -1 represents total negative correlation (Pedhazur, 1982). When Pearson's r is close to 1, this means that there is a strong relationship between the two variables, which means that changes in one variable are strongly correlated with changes in the second variable. When Pearson's r is close to 0, this means that there is a weak relationship between the two variables, which means that changes in one variable are not correlated with changes in the second variable (Malhotra and Briks, 2007).

Sig (2-Tailed) value: According to Pedhazur (1982), this value tells that whether there is a statistically significant correlation between two variables or not. The researcher can conclude that there is no statistically significant connection between two variables if the Sig (2-Tailed) value is greater than 0.05. That is, changes in one variable do not have a significant relationship with changes in the second variable. If the Sig (2-Tailed) value is less than or equal to 0.05, the researcher can conclude that there is a statistically significant correlation between two variables. That is, changes in one variable do significantly relate with changes in the second variable.

Table 4.8

Correlations

		Transformational Leadership	Transactional Leadership	Laissez-Fair Leadership	Team Motivation
Transformational Leadership	Pearson Correlation				
Transactional Leadership	Pearson Correlation	-.023			
Laissez-Fair Leadership	Pearson Correlation	.421**	-.216**		
Team Motivation	Pearson Correlation	.550**	.467**	.263**	

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

Source: Own survey (2021)

As stated above, the degree of association is measured by correlation coefficient “r”, sometimes it is called Pearson’s correlation coefficient and it is a measure of linear association.

The above Table 4.8 illustrates the correlation between the dependent variable (Team Motivation) and the independent variables (the leadership styles). As it was tested in a two-tailed Pearson’s correlation analysis, the association of dependent and each independent variable is described below.

According to Field (2009), the classification of the correlation coefficient (r) is as follows: 0.10 – 0.29 is weak; 0.30 – 0.49 is moderate; and > 0.5 is regarded as a strong. On the other hand, when Pearson’s r is positive (+), this means that as one variable increases in value, the second variable also increases in value. Similarly, as the value of one variable drops, the value of the second variable lowers as well. This is called a positive correlation. When the value of one variable increases and the second variable decreases, it implies that the Pearson’s r is negative (-), which called a negative correlation.

Pearson correlation coefficient for the Transformational Leadership was found to be 0.550 and it is at the 0.01 confidence interval level. As a result, because the coefficient is in the range of $r > 0.50$, there is a significant degree of correlation between Transformational Leadership and Team Motivation.

The r value for the Transactional Leadership Style was found to be 0.467 with 0.05 level of significant. Since the result is between 0.30 – 0.49 inclusive, it can be concluded that there is a moderate correlation between Transactional Leadership and Team Motivation at NASA Garment

Regarding the relationship between the Laissez-faire Leadership Style and Team Motivation, it can be said that there is slightly positive correlation with a result of 0.263 of Pearson correlation coefficient (r) but the correlation is insignificant with Team Motivation as the correlation is weak. The result shows a low degree of correlation between Laissez-fair Leadership style and Team Motivation.

In general, all three leadership styles and Team Motivation are positively correlated, according to the above table 4.8. However, at both the 0.01 and 0.05 levels, the correlation between Team Motivation and Laissez-fair Leadership Style is weak and insignificant.

4.6.2. REGRESSION ANALYSIS

Regression is a method of predicting the value of a dependent variable by using one or more independent variables (Albaum, 1997). In other words, it is a statistical technique used to investigate the relationships between variables. The coefficients of a linear equation involving one or more independent variables that best predict the value of the dependent variable are estimated using linear regression (Field, 2009). It is commonly used to determine how much a specific leadership style explains the dependent variable (Team Motivation).

4.6.2.1. NORMALITY TEST

Normality test was applied to determine whether a data set is well-modeled by a normal distribution and how likely an underlying random variable is to be classified as normally distributed. If the residuals are regularly distributed, the histogram should be bell-shaped. As shown on the below *Figure 4.1* The histogram had a well-defined bell-shaped structure. As a result, both the underlying random variable and the residuals had a normally distributed distribution.

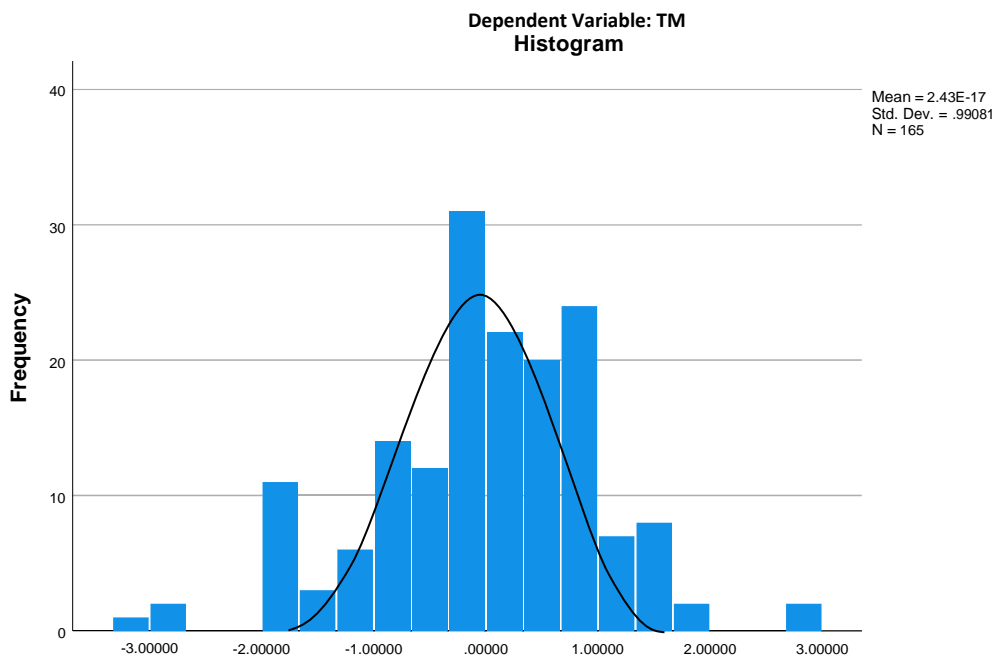


Figure 4.1: Normality Test
Source: Own survey (2021)

4.6.2.2. LINEARITY TEST

There are several methods for determining whether a linearity relationship exists. The normal P-P Plot was used in this study to check linearity and visually inspect the scatter plot. As shown in *Figure. 4.2*, the points demonstrate linearity.

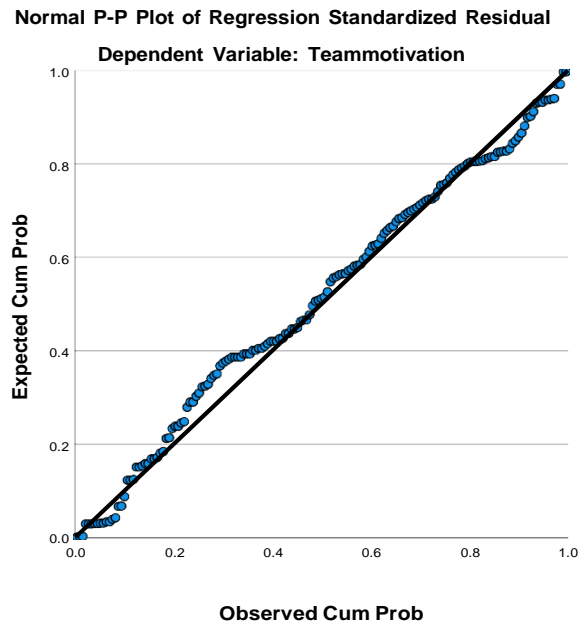


Figure 4.2: Linearity Test
Source: Own survey (2021)

4.6.3. MULTI REGRESSION ANALYSIS

Multiple linear regressions were carried out to assess the explanatory power of the independent variables (Transformational Leadership, Transactional Leadership and Laissez-fair Leadership) in identifying the relationship and to determining the most dominant variables that influenced dependent variable (Team Motivation). The significance level of 0.05 was used, with a 95% confidence interval. The purpose of the multiple regression analysis was to determine the impact of leadership styles on team motivation. The model summary of the regression analysis is presented in Table 4.14 below.

Table 4.9
Regression Analysis

Model Summary ^b				
Model	R	R Square	Std. Error of the Estimate	
1	.637 ^a	.406	.44357	

a. Predictors: (Constant), Laissez-Fair Leadership, Transactional Leadership, Transformational Leadership

b. Dependent Variable: Team Motivation

Source: Own survey (2021)

R Square (R²) – indicates the proportion of variance in the dependent variable that can be explained by the linear combination of the independent variables. R² is a measure of how much of the variability in the outcome is explained by the predictors. The values of R² also range from 0 to 1 (Pedhazur, 1982).

R² value is 0.406, as shown in the Table 4.9 above. This can be interpreted as the model or the three independent variables (leadership styles) explaining 40.60 percent of the total variability in Team Motivation. The remaining 59.40 percent is explained by other variables that were not included in this regression model.

4.6.3.1. ANOVA ANALYSIS

The other important factor is the Analysis of Variance (ANOVA) which has been presented below:

Table 4.10
ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.653	3	7.218	36.685	<.001 ^b
	Residual	31.677	161	.197		
	Total	53.330	164			

a. Dependent Variable: Team motivation

b. Predictors: (Constant), Laissez-Fair Leadership, Transactional Leadership, Transformational Leadership

Source: Own survey (2021)

The ANOVA, as shown in Table 4.10 above, demonstrates the overall statistical significance/ acceptability of the model (Pedhazur, 1982). The summary shows the various sums of squares described in the table above, as well as the degrees of freedom associated with each. The ANOVA Analysis of the study showed that the various sum of squares described and the degrees of freedom associated with each other indicates that the overall variation explained by the model is good and significant as p-value is 0.001 i.e. it is less than 0.05.

4.6.4. THE REGRESSION COEFFICIENT

This research project study intended to identify the most contributing independent variable in the prediction of the dependent variable. Thus, the strength of each predictor (independent variable) influencing the criterion (dependent variable) was investigated through standardized Beta coefficient.

The regression coefficient accounts for the average amount of change in the dependent variable caused by a unit change in the independent variable. The greater the value of an independent variable's Beta coefficient, the more support the independent variable has as the more important determinant in predicting the dependent variable.

Table 4.11
Coefficients

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.346	.320		1.083	.280
	Transformational Leadership	.152	.067	.492	2.262	.025
	Transactional Leadership	.474	.072	.410	6.571	<.001
	Laissez-Fair Leadership	.374	.052	.152	7.150	<.001

a. Dependent Variable: Team Motivation

Source: Own survey (2021)

In this research project, it was tried to measure which leadership style has the highest impact on team motivation. The relative importance of leadership styles (independent variables) in contributing to the variance of team motivation (dependent variable) was explained by a standardized Beta coefficient. As it can be seen on the above Table, Transformational Leadership style is a significant predictor of the team motivation. Both Transactional and Laissez-faire

leadership style are a significant predictor of Team Motivation since both p-values are less than 0.05.

In general, the factor which had the greatest impact on the overall the effect of Team Motivation at NASA Garment Plc is Transformational Leadership Style with a standard beta of 0.492 which makes it the dominant leadership style. In other words, 49.20 % of Team Motivation at NASA is explained by the variation in the Transformational Leadership Style. Transactional Leadership Style is also the second dominant leadership style with a standard beta of 0.410 with a p-value of “<0.001” which is less than 0.050. Finally, the role of the Laissez-faire Leadership Style on the dependent variable is also significant with a standard beta of 0.152 as the p-value is “< 0.001” which is less than 0.050.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY

The research project aimed to assess the effect of leadership styles on team motivation among the employees of Nasa Garment Plc. The specific objectives of the study include assessing the leadership style currently in practice, assessing the team motivation of the employees and it also intended to investigate the effect of leadership styles on team motivation at the organization.

The research tried to incorporate staff from all background. Unlike in most organizations in Ethiopia, the female respondents of the study dominate the sample respondents with 75.20%. Except one employee above the age of 60 years, all the respondents age falls between 20 and 60 years with varying educational background ranging from “Grade 8 Complete” to “Master’s Degree”.

The outcome from the descriptive statistics analysis uncovered that from the three types of leadership styles studied, the prevailing type of leadership style currently in practice at Nasa Garment Plc is the Transformational Leadership Style with the mean value of 3.40 and standard deviations of 0.57.

The result of the correlation analysis that studied the relationship between the variables shows that all the three leadership styles are positively correlated with team motivation. However, the correlation between laissez-fair leadership style and team motivation is weak and insignificant at both the 0.01 and 0.05 levels., Transformational Leadership and Transactional Leadership Styles have a significant positive relation with the team motivation at Nasa Garment Plc.

Multiple linear regression analysis was also conducted to check if the three leadership styles affect the team motivation. Accordingly, the outcome revealed that the adjusted R square is found to be 0.406 that can be interpreted as 40.60 % of the variation in team motivation at the organization is explained by the three types of leadership styles (Transformational, Transactional, and Laissez-fair Leadership Styles) with $p= 0.000$ i.e. it indicates a high significant regression model.

The finding from the regression coefficient analysis shows that all the three leadership styles were found to have significant impact on the team motivation with a varying degree. Transformational Leadership Style is a significant predictor of the team motivation with a beta coefficient of 0.492 at a p value of less than 0.050. Both Transactional and Laissez-faire leadership are also the significant predictor of Team Motivation with beta coefficients of 0.410 and 0.152 respectively at p-value of less than 0.01.

5.2. CONCLUSION

As presented on the objective of this research at the beginning, the primary aim of this research project is to identify the role of the leadership styles on team motivation at Nasa Garment Plc. It further aimed at identifying the dominant leadership style exhibited at Nasa Garment Plc and further to understand the relationship between the dominant leadership style and the team motivation.

The study examined the effect of leadership styles on team motivation at Nasa Garment Plc using quantitative approach. The empirical findings of various leadership styles researchers confirm that there is a relationship between leadership style and motivation. Furthermore, it further aimed to assess NASA's practiced leadership style and level of team motivation.

The findings of this study show that both Transformational and Transactional Leadership Styles are dominant leadership style at NASA. The Pearson correlation coefficient shows that all three leadership styles are positively correlated. In particular, the regression analysis showed the leadership style that has significant effect team motivation is the Transformational Leadership Style with a standard beta of 0.492. Transformational leaders lead to develop and encourage workers intellectually and creatively, as well as to transform their own concerns into an essential part of the organization's mission. This can be understood from the employees' response that they carry out their responsibilities not because of they are told to do so, rather, because they perform their tasks since it matters to the company.

On the hypothesis testing, it presented that all three independent variables (Transformational, Transactional and Laissez-Faire) are positively correlated to Team Motivation, with highest output of Transformational leadership style. Consequently, it can be concluded that

Transformational Leadership style plays the significant role in creating Motivated team at NASA Garment.

Overall, when the outcomes of the study are considered, it can be concluded that the Transformational Leadership Style (with a high Pearson correlation of 0.492) plays the significant role in achieving the Team Motivation at Nasa Garment Plc. Transactional Leadership Style is the next dominant leadership style (with a moderate Pearson correlation of 0.410). However, though there is a positive correlation between the Laissez-faire Leadership Style and the Team Motivation, the correlation is weak (with a weak Pearson correlation of 0.152).

5.3. RECOMMENDATIONS

A leadership style is a particular behavior applied by a leader to motivate subordinates to achieve the objectives of the organization (Alexander 2002). Applying the proper leadership style based on the environment and the situations helps the organization to achieve its objectives and goals. Since selected leadership styles have significant effects on team motivation, leaders should also have to consider the environment and the situation that helps to determine which leadership style is appropriate in stated conditions.

Organizations need to have capable leaders to lead and motivate their employees in their daily operation and achieve the organizational goals because employees are the most important assets in any organization. Accordingly, based on the summary and conclusions made above, the researcher has forwarded the following recommendations:

- i. Because the Transformational Leadership Style has such a strong positive relationship with team motivation, top management should pay greater attention to it in the hopes of increasing productivity via a motivated workforce.
- ii. As a major future strategy, senior management of NASA Garment PLC should explore improving leadership practice among leaders.
- iii. As one of the Transformational Leadership Style attributes, the top management of the organization should provide more concern for the human resource aspect by providing trainings and development opportunities as it will have a positive outcome on team

motivation. This will result in employees feel important and attach themselves with the company.

- iv. The leaders should pay attention to the relationship with their subordinate as Transformational Leadership is also about building trust that can help in developing sense of common objectives and shared vision.
- v. Continually assessing staff motivation levels utilizing various methods such as employee surveys, consultants, or external agents to have a direct influence on commitment, performance, and profitability.

5.4. RECOMMENDATIONS FOR FUTURE STUDIES

This study indicates areas for further research on the Effect of the Leadership Styles on Team Motivation at NASA Garment PLC. The present research has been limited at only NASA Garment PLC. If it includes other similar organizations in the same industry or across industries, the result will have a better practical benefit. So, the following recommendations are forwarded for any future studies in the area under study to work on: -

- i. The effect of Leadership Styles on Team Motivation on multiple organizations across one industry; and
- ii. The impact of Leadership Styles on Team Motivation on various organizations on numerous industries across various sectors, with the goal of benefiting all organizations in that industry.

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APPENDIX

Addis Ababa University School of Commerce

Department of Graduate Studies

Master of Arts in Business Leadership

Questionnaire for Project Research - Effect of Leadership style on Team Motivation

Dear respondent,

This questionnaire is designed to collect data on the 'Effect of Leadership Style on Team Motivation' as a part of the requirement for completing the Master's Degree in Business Leadership successfully.

Instructions: Kindly please spare few minutes of your time and respond to the questions below as honestly as you can. Please note that this survey is for academic purposes only; your responses will be strictly confidential, and the data will only be used as an aggregate. (*N.B: No need of writing your name*).

After completing your responses, please return it by sealing in the envelope provided. If you have any questions, please contact the researcher on email: sosna.ayele@gmail.com or telephone: +251 911748827.

Thank you very much for your time and assistance.
Sosna Ayele

PART I: Personal Information

1. What is your gender?

Male

Female

2. Your age?

20 to 35 years

36 to 45 years

46 to 60 years

Above 60 years

3. Marital status

Single

Married

Divorced

Widowed

4. What is your highest level of education?

Grade 8th

12th Grade

Diploma/ TVET

Degree

Masters

5. Your work experiences?

1 – 3 years

3 – 5 years

5 – 10 years

Above 10 years

6. Job level at NASA

Top Level Management

Middle Level Management

Non-Managerial Level

PART II: Questions on Leadership style

Mark the number that most closely applies to your view in regards to the behaviors and actions of your immediate supervisor.

5 – Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Transformational Leadership						
1.	My superiors are always seeking new opportunities for the industry					
2.	My superior inspires others with his/her plans for the future					
3.	My superior is able to get others committed to his/her dream of the future					
4.	My superior encourages employees to be “team players”					
5.	My superior gets the group to work together for the same goal					
6.	My superior develops a team attitude and spirit among his/her employees					
7.	My boss shows respect for employee’s personal feelings					
8.	My superior believes in leading by “doing”					

	rather than simply by “telling”					
9.	My superior has stimulated me to think about old problems in new ways					
Transactional Leadership						
1.	When we do what we are meant to do, my superior rewards us.					
2.	My superior concentrates full attention on dealing with mistakes, complaints and failure					
3.	My boss emphasizes to others what they may obtain in exchange for their efforts					
4.	My boss believes that staff should be closely monitored because they are unlikely to complete their tasks					
5.	My boss doesn't try to modify anything as long as things are working					
6.	My supervisor informs us of the standards we must meet in order to complete our task					
7.	I feel insecure about my job and need some guidance					
8.	My boss is the master judge of employee accomplishments					
9.	My boss gives orders and explains processes					
10.	My boss feels that the majority of employees in general are lazy					
Laissez-faire Leadership						
1.	In my most difficult instances, my superior allows me to solve the problem on my own					
2.	While I'm working, my boss stays out of the way					
3.	My boss usually allows me to evaluate my own work					
4.	In most cases, I want little supervision from my boss					

5.	My boss provides me total freedom in resolving difficulties					
6.	My boss believes it is preferable to leave subordinates alone in general					

PART III: Questions on Team motivation

Team Motivational						
No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My team has confidence in itself					
2.	When my team works hard, we can accomplish a lot.					
3.	My team feels it has the potential to be productive					
4.	My team believes that their efforts are valuable					
5.	My team feels that its work is meaningful					
6.	My team can select different ways to do the team's work					
7.	My team determines as a team how things are done in the team					
8.	My team makes its own choices without being told by management					
9.	My team performs tasks that matter to this company					
10.	My team makes a difference in this organization					