

Influence of Transactional and Transformational Leadership on Motivation

A Study of Public Sector Universities in Karachi

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Abstract: This study primarily focused on the analysis of transactional and transformational leadership influence on the Motivation level among the faculty associated with public sector universities. Motivation being the research construct has been a concern for the organizations as the studies witnessed (Page, 2008). Hence motivating the faculty has been regarded as the pivotal issue for the public sector universities because a motivated faculty perform well and influence the overall performance of the university and vice versa. Therefore the current study attempted to analyze the relationship between motivation and transformational, transactional leadership which may have a significant influence on motivation in public sector universities of Karachi. In addition, a comparison between male and female faculty members has been conducted to evaluate the effect of transformational and transactional leadership on their motivation levels. Meanwhile, the current study intended to explore the causal relationship between transactional, transformational leadership, and motivation, therefore the nature of this study was causal. Whereas, participants of the study were the faculty members of the public sector universities of Karachi. The findings of the study supported and accepted the hypotheses of the study as transactional and transformational leadership shares a significant and positive relationship with motivation among the faculty of public sector universities of Karachi.

Keywords: Transactional, Transformational Motivation, Public sector Universities.

1. Introduction

Motivation is not a new phenomenon for the contemporary world. It has been a widely discussed and researched topic for scholars at all times. Organizations always want to have perfection in achieving the tasks. But this aim of organizations has not been achieved smoothly due to the demotivation of employees at the workplace. This is a grave problem for educational institutions to tackle. This demotivational attitude of the faculty members triggers the intensity of the problem for the institutions to attain the set goals perfectly and smoothly. However, transactional and transformational leadership have been considered as the vivid option available to the educational institutions in tackling this issue prevailed in the educational institutions to boost up the sense of motivation among the faculty members of the universities. As the leadership skills mitigate the negative influence of demotivation and extend the concept of motivation in the institutions. Therefore the current study intended to analyze the relationship between transactional, transformational leadership, and motivation.

1.1 Research Objectives

Following are the main objectives of this study

- To evaluate the influence of Transactional leadership on Motivation level among faculty members working in Public Sector Universities of Karachi.
- To determine the effect of Transformational leadership on Motivation level among faculty members working in Public Sector Universities of Karachi.
- To analyze the influence of transformational leadership's dimensions on Motivation level among faculty members working in Public Sector Universities of Karachi.
- To find out the influence of Transactional leadership's dimensions on Motivation level among faculty members working in Public Sector Universities of Karachi
- To compare the effect of transformational & transactional leadership on motivation level of male and female faculty members working in Public Sector Universities of Karachi.

1.2 Research Scope

This study attempts to analyze the relationship between Transactional, Transformational leadership, and Motivation levels among the faculty member of Public sector Universities of Karachi. The current study primarily focuses on the influence of Transactional and Transformational leadership on Motivation. Hence the theme related to its subject is Human Resources Management (HRM).

1.3 Significance of the Study

The current research intended to determine the attitude and behavior of faculty members working in public sector Universities and the persistent belief held in these organizations. The current study also values added to the literature on motivation and employee productivity.

1.4 Problem Statement

Motivation among the employees in the public sector organizations has always been considered as one of the complex and difficult ones to handle, due to its abstract ability and the varying nature of human behavior. Organizations try to maintain a smooth and productive environment through motivating their employees but this aim is not always been attained due to multiple antecedents. Hence a study in this field traced out this complex and difficult relationship that employees in public sector universities are not eager in their work because of such factors culture and leadership (Panagiotis et al., 2014). This unwilling behavior in public sector organization is the result of demotivation among the employees. Hence this study attempts to fill up the gap by analyzing the influence of Transactional and Transformational leadership on Motivation level among the faculty of public sector Universities in Karachi.

2. Related Literature Review

2.1 Transactional Leadership

Transactional leadership style has been defined as the strong predictor that gives the directions to the organization to operate. This approach has been stimulated by the focus of leader on the worker for removing the difficulties and day to day contact with them for their work related issues (Bass M., 1985). This style is regarded as the transforming and exchange of ideas and plans. Moreover this style of leadership has been considered as the process through which a leader appraises the performance and compensates it accordingly (Bass M. B., 1990). It establishes and maintaining a link between the leader and its employees (Northouse, 2000). This type leadership style insists upon the persisting condition or maintaining the status quo in retaining social and administrative relationship (Lussier & Achua, 2004).

This has been also studied that the transactional leadership demonstrate multiple attributes that a leader use on the requirements of the time for instance proactive or passive that may enhance the motivation level of the employees. Hence these characteristics boost the confidence of employees for the organization (Bartram & Casimir, 2007). Furthermore, this style of leadership has been deemed as the reciprocal one in which a dyadic relationship has been developed for disseminating and sharing the information. Study of leadership predicted the dedication of workers for the organization is due to various factors such as the retention of an individual when the job and organization come in contact (Burns, 2010). A variety of dimensions have been identified and ascribed by the transactional leadership style includes “interactive goal setting, personal recognition, contingent material, and personal rewards” (Jarad, 2012). Transactional leadership style has been studied in the South African context that authenticated the relation between the task and the transactional leadership (Muredeni et al., 2015). Leaders that exercise transactional

leadership style have the opportunity to exhibit the influence on the employees in order to get the target accomplished (Norlina et al., 2015). This leadership style is responsible for maintaining the smooth conduct in the organization through promoting the positivity (Noor & Song, 2016). The prevailing system of the organization has been protected and maintained by the transactional leadership (Smith et al., 2016). Hence a few studies have been witnessed to study this leadership in specific context.

2.2 Transformational Leadership

Transformational leadership style was conceptualised in 1978. When Burns has identified this as the type of leadership. He discussed about the transformational leadership as the leadership that belongs to the morals and attitudes within the organization. Transformational leadership has been defined as the extent through which an individual follows the targets and fulfillment of that goal in addition to the given task. This has been further explained in terms of indigenous skills of an individual that he/she exercises on others to get the work done in true spirit. Transformational leadership shares four major attributes as (1) "idealized influence" (2) "inspirational motivation" (3) "individualized consideration" (4) "intellectual stimulation". The first one idealized influence was related to the trust binding between the subordinates and the leader in a win-win situation. Inspirational motivation the second one as the study validated is the extent through which a leader motivates the employees by fulfilling and providing the required guidance. Further the individual consideration has been denoted as the consideration of a leader for the employees by which a leader puts specific treatment to individuals and fulfills their requirements (Bass B., 1985). It was evident from reviewing the available literature that transformational leadership was the most frequently studied as the research construct to analyse the performance (Medley, 1987). Transformational leadership attempts to identify the new attitudes, and the problems in order to seek the solutions in a more appropriate way (Barker, 1990). This leadership style provides the opportunity to leaders for making a strong connection with the subordinates and develop their innovative ideas and make them encouragement (Bass M. B., 1990). Study in this direction demonstrated that transformational leadership style offers the opportunity to the leaders to show their employees a new direction and way to think about the situation or the plan in a more concentrated way. Further this study insists about the transformational leadership as enthusiastically influence on the employees' productivity. This stimulation results the high performance due to the transformational leadership (Podsakoff et al., 1990). It was also explored that the transformational leadership was quite influencing when a leader makes the employees to realize about the task and the associated importance for its accomplishment and let the employees know what has been expected from them (Bass & Avolio, 1993). Transformational leadership style performs the role in arbitrating among the employees in the time of disputes arising at the workplace. This style gives the autonomy to the employees in achieving tasks in the broader interest of organization (Bruce & Timothy, 1995). Study has also suggested that transformational leadership has the potential to alter the structure of administration (Bass M. B., 1997). A study has also validated a positive relationship between the transformational leadership and the motivation level of employees in the organization (Al-Swidi et al., 2012). This leadership style has strong relation with the work performance of the

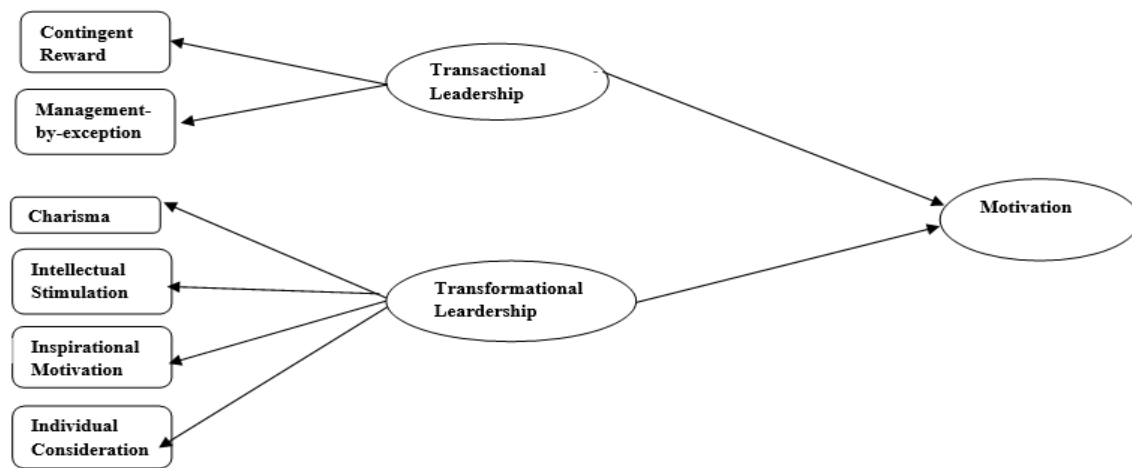
employees and instigate the employees to achieve the performance (Davood, 2014). Further the associatin of transformational leadership style and motivation has been analyed in pakistani context and showed a significant and positive reallationship(Masood & Afsar, 2017).

2.3 Motivation

The term motivation has been held as the research construct for the organizations to study. The roots of the concept of motivation have been traced from the work prasented by Abraham Maslow in late 40s . It was further established in a study that the performance of an individual is the result of motivation and satisfaction (Van, 1987). Motivation has different meaning depending on the type of tasks and the skills required for the goals specific to achieve (Gouws, 1995). Hence the factors responsible for the motivating employees have been diferentiated in five distictclasses in the direction from low level to hugh and viceversa(Gouws, 1995).

It has been also concluded by a study that motivation was assumed as the inspirational sources that drives an individualsperformacew for the specfic task and exhibit the influence on others (Hadebe, 2001). Motivation has the dydic nature relationship in which one is a performaer or the employee that significantlyinflunced by the external which is his/her supervisor or the leader who eercise the influence on the performance (Tosie et al., 2000). Motivation has the power to influence the employee intrinsic or extrinsic willin power to do the job (Spector, 2003). Another study in this direction postulated that the motivation has the influence to make the retainition of the employees in the organization (Ramlall, 2004). Motivation shares a significant relation with the job performance in the organization (Page, 2008). Individuals has different priorities based on these priories these perferences they become motivates either in public or in private sector (Hondeghe, 2008).

2.4 Conceptual Model



2.5 HypothesesOfThe Study

H₁: There is a significant and positive relationship between Transactional leadership and Motivation among the Faculty members of public sector Universities in Karachi.

H₂: There is a significant and positive relationship between Transformational leadership and Motivation among the Faculty members of public sector Universities in Karachi.

H₃: The effect of Transformational and Transactional leadership on Motivation level of male & female faculty members is significantly different in public sector Universities of Karachi

3. Methodology

3.1 Nature and Type of Research

The current study intends to investigate the influence of Transactional, Transformational leadership on Motivation in a cause, and effect relationship. Therefore the nature of this research work is causal. So far, the approach used in this research is quantitative to satisfy the aim of this study to analyze the causal relationship between the variable of the study.

3.2 Respondents of the Study

Faculty members imparting education in the public sector general Universities of Karachi which offer Management sciences studies are the respondents for the current study. Hence according to the HEC, three Universities offer Management sciences education at the Ph.D. level and have five years of experience. The number of faculty members in these universities was 695. However, the available population frame was evaluated from the respected websites of the Universities. It was revealed that some of the faculty members have switched over the job some of them were on leave and some of them went abroad for study after scrutinized such respondents 660 respondents were left to be the respondents for the current study. Further, an online calculator has been used to determine the sample size for the current study at the confidence level of 95 and the margin for error was at 5 %. Hence the sample size for the current study was 244 (monkey, 2020)

Table 1: Allocation of Sample

S #	Faculty type	Accessible population	Sample %	n
1	Lecturer	217	33	81
2	Assistant Professor	238	36	88
3	Associate Professor	139	21	51
4	Professor	66	10	24
Total		660	100	244

3.3 Sampling Technique and Data Collection

The sample was determined by using the (monkeys survey) online sample size calculator. However, the responses were gathered from the determined sample 244 by using the Stratified random sampling technique

3.4 Scale

Two modified questionnaires of five-point close-ended Likert scale questionnaires have been used to gather the responses. For Leadership Questionnaire (MLQ-5X)” developed by (Avolio et al., 1995) was used for the current study to measure Transformational and Transactional leadership. Responses were measured on the Likert scale ranging from “0= not at all, 1= once in a while, 2= sometimes, 3= fairly often, and 4= frequently ”.And the responses for motivation have been collected on 8 item questionnaire(Ololube& ERIC, 2006).

4. Results

4.1 Reliability Test

To check the internal consistency of the items reliability test has been applied for this study. So far the standard threshold of Cronbach’s alpha 0.6 to 1.0 & if $>.9$ excellent one (Hair, Babin, Money, & Samouel, 2003) was compared with the actual results to check the internal consistency of the scale. Moreover, the below table contains the reliability scores for each variable of this study and all the scores have been near 1.0 which is good enough to consider the items as reliable.

Table 2: Reliability Statistics

Serial	Variable	Items	Cronbach Alpha
1	Charisma	7	.85
2	Intellectual Stimulation	5	.89
3	Inspirational Motivation	4	.91
4	Individual Consideration	4	.93
5	Contingent Reward	6	.75
6	Management-by-Exception	7	.78

4.2 Data Analysis

This study used the stratified random sampling technique for collecting the responses from the determined respondents 244 of the study. Hence the faculty members of public sector general universities of Karachi have been asked to spare a few moments to fill up the questionnaire to provide their responses. Hence the following table exhibits the descriptive statistics for the respondents.

Table 3: Descriptive Statistics

S #	Education Level	Sample Size Percentage	n
1	Masters	62	151
2	PhD	38	93
Total		100	244

S #	Gender	Sample Size Percentage	n
1	Male	64	156
2	Female	36	88
Total		100	244
S #	Age	Sample Size Percentage	n
1	25—35	68	166
2	35 >	32	78
Total		100	244
S #	Experience	Sample Size Percentage	n
1	Up to 5 years	44	107
2	5 years >	56	137
Total		100	244

Table 3 above mentioned unveiled the education level, gender, age group, and experience of the participants of the study. Where 62% Masters and 38% of respondents were of the Ph.D. level. Further, the Male and Female respondents were 64% and 36% respectively. Meanwhile, the above table showed that 68% of respondents were up to 35 years and 32% were above 35 years. And 44% of the respondents of the study have five years of job experience, whereas 56% of respondents have more than five years of job experience.

4.3 Regression Analysis

The current study has run the regression test intending to check the relationship statically between the variable of interests. The prime purpose of the regression analysis for this study was to analyze the association of the variable in equation format. So far the threshold for the relation or association of variables 0.00 to 0.19 is weak.

Table 4: Summary of Model

Model	R	R Square	Adj: R Square	Std. Error of the Estimate
1	.625 ^a	.402	.392	.32524

Predictors: (Constant), Transactional, Transformational Leadership

The model summary table above exhibits the coefficient of determination. In which the Adj: R square at 93.2 percent defines as the variance explained collectively into the Motivation level.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	9.964	2	4.977	47.077	.000 ^b
	Residual	14.711	131	.102		
	Total	24.675	133			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Transformational, Transactional leadership

The table above contains the ratio for F is (3155)= 47.077 & p <.0005 which is less than.Hence it authenticates that the overall fitness of the regression model is fit for the data.

Table 6: Regression Analysis of Transactional, Transformational Leadership and Motivation

Model		Unstandardized Coefficient	Std. Error	Standardized Coefficient	t	Sig
1	(Constant)	7.974	.936		8.434	.000
	Transactional	1.436	.141	.622	9.541	.000
	Transformational	.553	.175	.191	3.030	.003
Dependent variable: Motivation	R square	F Statistics			P Value	
	.40247.077	<.0001				

Above the table states the regression analysis results for the Transactional and Transformational leadership as the predictor variables.where the transactional leadership has ($\beta= 1.436$, $p=.000$)asignificant and positive coefficient. That means the increment in Transactional leadership will increase the Motivation level while holding the other variables constant. **Table 2: Table 2:**Hence the H_1 has been retained based on the result. Whereas, the results of regression for the Transformational leadership depicts ($\beta= .553$, $p=.003$) which is significant at standard thresh hold of ($p<.05$). That defines that transformational leadership significantly relates to the Motivation level when the other variables held constant and the H_2 has also been retained.

Table :7 Correlations : Transactional Leadership, Transformational Leadership & Motivation

Variables	Transactional Leadership	Transformational Leadership	Motivation
Transactional Leadership	1		
Transformational Leadership	.365**	1	
Motivation	.387**	.485**	1

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

It is revealed in above table 7 that the research constructs Transformational, Transactional leadership & Motivation positively correlate each other significant at the 0.01 level. Hence based on the results the Transformational, Transactional leadership and Motivation level of the faculty members engaged in public sector universities of Karachi correlates in positive manner.

Table : 8 Independent T Test statistics

Motivation	Mean	SD	Levene's test for Equality of variances		T Test for Equality of means								
			F	Sig	t	df	Sig(2tailed)	Mean Difference	Std.error Difference	95% confidence interval of the Difference			
										Lower	Upper		
Female	3.41	1.09											
Male	2.96	1.314	15.743	.010	2.856	209.304	.000	.448	.157	.139	.757		

Above table concluded the results of independent samples T test. In order to compare the effect of Transaction and Transformational leadership on Motivation for the male and female respondents. Hence a significant difference has been revealed. So far $t(209.304) = 2.856$, $p < .001$. whereas the mean score for Female in the results ($M=2.96$, $SD=1.314$) which is higher than the Male ($F=3.41$, $SD=1.09$). So far the magnitude of differences based on the mean results was ($Mean\ difference = .448$, $95\% CI = .139$ to $.757$). Therefore the H_3 supported.

5. CONCLUSION

The findings of the current study unleashed a significant relationship between Transactional leadership and Motivation in a positive manner. There fore based on the results the H₁ has been declared as accepted. Further, it was also declared that H₂ has been accepted based on the results of this study where Transformational leadership and Motivation share positive and significant relationships. Therefore it was concluded after analyzing the regression statistics for this study that an increase in Transactional and Transformational Leadership skills increases the Motivation level among the faculty members working in public sector Universities of Karachi. Whereas, the H₃ of the study was also declared as approved based on the results of t test statistics, that revealed a significant difference between male and female faculty members of the public sector universities in karachi.

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