

Impact of Transformational Leadership on Employee Motivation-A Quantitative Study on Healthcare Sector of Karachi, Pakistan

Asiya Zahid Khan¹

MBA-W,

KASB Institute of Technology

Beenish Mansoor Ali²

MBA-W,

KASB Institute of Technology

Urooj Shiekh³

MBA-W,

KASB Institute of Technology

ABSTRACT

Leadership in an organization focuses on interacting with the employees and has big impact on the business rate of the organization. It also helps to accomplish organization's goal and objectives. Leaders motivate their subordinates, emphasize on team work, work for employees, so that they are satisfied with their jobs and are more effective, efficient and productive for their organization. The motive of this research is to scrutinize the impact of transformational leadership's components that are: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on employee motivation. A descriptive study is carried out using quantitative approach and cross-sectional design. Sampling done utilizing primary data collected from 215 out of 250 questionnaires. Some of the remaining questionnaires were either not returned or returned with incomplete data. The results were tested using regression analysis under (SPSS 17.0). The findings suggest that there will be a positive effect of transformational leadership on employee's motivation. Leaders should consider their role in employee motivation as their improved relationship could play a lethal role in the success of their organization.

Keywords: Idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, employee motivation.

Introduction

Leadership is considered as a co-relation between leaders and their followers that demands supreme level of motivation and technical enhancement (McLaurin & Al Amri, 2008). The approach of leaders in evolving their employees to perform effectively for their organizational goals and objectives. Leadership focuses on employees by compelling them through motivation (Kotter, 2009, p. 25). According to (Ghasabeh & Michael J. Provitera, 2017) leaders should influence individual interest of employees by aligning them with organizational interests, and under the inspiring leadership nurtures innovative ideas to make their business outcomes effective. Leadership as a theory has advanced with the passage of time and now highly considered on a broader spectrum. Organizational values incorporated in leaders enhances to accomplish effectiveness and implement change among employees.

James McGregor Burns and Bernard M. Bass initiated the theory of Transformational Leadership and is considered a milestone in conducting leadership styles in the corporate world. It is based on the idea that when leaders encourage their sub-ordinates to consider their work and commence it with new approach and perspective, ignite awareness regarding the mission and vision, goals and objectives, develop employees to the highest level of their potential, and motivate them to contemplate the organizational interest and benefit above their own interests (Okafor, 2008). According to transformational leadership theory, those leaders who encourages regard among employees to work together to achieve organizational mission and vision by utilizing their full potential and generating a vision for themselves which can benefit them in future to achieve their personal goals and objectives (McLaurin & Al Amri, 2008).

Transformational leadership in other terms provides build up to transactional leadership which highlights the transaction of ideas among leaders and followers (Bernard M.Bass & Ronald E. Riggio, 2008). This concept ignites the thirst among followers to perform exceptionally well to become strong contenders for receiving rewards from their organizations (Bernard M.Bass & Ronald E. Riggio, 2008). Another way of making employees realize the concept of leading employees is make them understand the term “doing-good” to their peers and not paternalist their role (Andersen, Bente Bjørnholt, Louise Ladegaard Bro, & Christina Holm-Petersen, 2016). Transformational leadership’s target is to convert employees and organizations in a way to mold them; enhances their perspective, approach, and though process; develop attitude harmonious with principles and bring about difference that is long-lasting also forms work force (Covey, 2015).

Motivation is defined as a boost of power in an employee internally and externally that excels in at workplace, and directs their direction, spirit and determination (Sougui, Abdul, Mahamat, & Hussein, 2017). Motivation is a psychological process that causes encouragement and determination among employees to perform according to their capabilities to achieve organizational goals & objectives (Vagu & Ion, 2007, p. 32). An individual’s ability and desire to execute tasks in order to achieve efficiency in organization’s operations (Nicolescu & Verboncu, 2007).The relationship of a leader with its employees plays a lethal contribution in motivating employees (Naile & Jacob M Selesho, 2014). It manifests a professional attitude which transforms in to their employees for their future peers (Naile & Jacob M Selesho, 2014). Mostly organizations focus on employees to make sure they are working in high spirits in performing their daily tasks (Ashraf & Tasawar, 2014). They tend to do so as their organization’s performance and productivity, profitability and market image depends on how much motivated and committed their employees are at their work (Ashraf & Tasawar, 2014). According to the Reinforcement Theory of Motivation (Skinner, 1963) which explains that organizations should prefer positive reinforcement towards their employees which will create long term impact on them by performing for their organizations.

This investigation recognizes the transformational leadership’s impact on motivational level of followers to have a better understanding of the fundamental structure that empowers leaders to adjust the transformational leadership and concentrate on motivating employees in fulfilling organizational commitments.

Problem Statement:

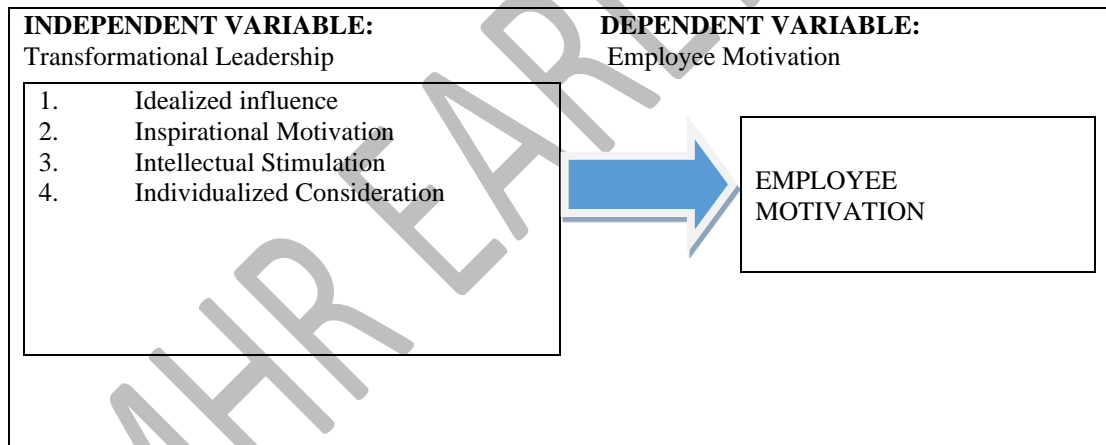
Leadership is an important perception that encourages individual and teams to achieve organizational goals, as it plays significant role in motivating employees. Leadership is a social influence process determining the organizational objectives and encourage employees to achieve its objectives. According to (Boehner, 2015).

“There is no leader without their followers. “Leaders motivate their subordinates, emphasizes on team work because of which employees are pleased with the positions on job and are more effective, efficient and productive for their organization. Motivation for employees can be both intrinsic and extrinsic. Leadership considers both intrinsic and extrinsic factors to motivate their employees. Intrinsic factors like personal growth, personal achievements, trainings for upgrade in rank, providing extra tasks whereas extrinsic factors could be bonuses, incentives, and an increase in pay.

Research Question:

To find out the influence of transformational leadership and its components in motivating employees of the organization

Conceptual Research Model:



(Farid Ahmad, Tasawar Abbas, Shahid Latif, & Abdul Rasheed, 2014)

Scope of Research:

The objective of selecting the mentioned research topic was to figure out the effect of transformational leadership in motivating employees at a private hospital in Karachi. The study will help the hospital realize the importance of employee motivation towards organization and work and will also highlight any positives or lacking in leadership of the hospital. Future researches in the hospital will accumulate more relationships among transformational leadership style theory and performance by the organization and should also attempt to investigate the influence of organizational culture and its consequences on the performance of the organization (Ghasabeh & Michael J. Provitera, 2017). The hospital will be able to rectify

every possible problem or opportunity towards their leader employee relation which in return will benefit the leadership of the hospital and will motivate their employees towards achieving their organizational goals and objectives.

Literature Review

Concept of leadership highlights the thought that when leaders' influences team members to follow a particular path for achievement of goals. Company/ Organizational leadership has significant impact in motivating their followers. (Gopal, 2014) It has consequences on the attitude of the leaders for the conversion of organizational planning system. Scholars define leader "Who strengthen the base of their followers to achieve the common goal" (Hafeez, 2012). Successful leaders are those who are able to achieve respect, value and admiration towards their employees. Leaders provide endless support to the organizational employees, i.e. they represent their top management and higher authorities and serve as role models in their organization (Olutade M., Liefoghe A., & Olakunle A.O., 2015).

Motivation in the employees urges them to perform to the best of their capabilities and focus on organizations values, mission and vision, policies & procedures and goals & objectives. (Saraf & Kartiki, 2014) Explains that reinforcement by leaders should be provided to motivate organizations' employees by offerings suitable rewards for their services. Another feature that has a great impact on followers and their dedication at work, is the furnishing of valuable feedback by the management, which involves evaluating the employees' performance, correcting them as and when required (Gabriela & Nancu, 2017).

Transformational Leadership:

Transformational Leadership is known for transforming followers according to the necessities of the organization and narrates organizations mission and vision by providing guidance and motivating towards the achieving organizational goal. The employees working under transformational leaders possess sense of safety, faithfulness that are appreciated by the top management and are committed to perform for their leaders (Limsila & Stephen, 2008). Leadership is charismatic on conceptual basis where employees identify their leader as a role model and follow them (Bernard M.Bass & Ronald E. Riggio, 2008). Transformational leaders go an extra mile to improve relationships and motivate employees to strive more to achieve organizational goals and objectives (Kara A. Arnold, Nick Turner and Julian Barling, & E. Kevin Kelloway and Margaret C. McKee, 2007).

Transformational leadership theory initiates a concept that narrates the policies and procedures, rules and regulations that establishes the structure of organizations purpose to follow their path (Mengesha, 2015). It includes four major dimensions that are: inspirational motivation, idealized influence, individual's consideration, and intellectual stimulation (avolio, 1994)and (Hassan, 2019).

- *Inspirational Motivation:*

Transformational leaders nurture their subordinates by providing them challenging environment by empowering them with team spirit. Leaders have sense of responsibility and are committed to the organization's mission, communicate to followers the right approaches and employees respond confidently to their leaders (Eeden, Frans, & Vasi, 2008). The passion of the employees' reaches next level when they experience the spirit of the team is aroused when leaders display high level of commitment and dedication towards organizational goals and objectives (Limsila & Stephen, 2008). Leaders empower employees by giving importance to their ideas and employees believe in their leaders that their ideas are valued. Employees are more committed than before and are focused towards achieving organization's vision (Rothfelder, Michael, & Robert, 2012).

H1: There is a remarkable impact of Inspirational Motivation on Employee Motivation.

- ***Idealized Influence:***

It is defined as mentors who are ideals among their subordinates (John Hall, Shannon Johnson, Allen Wysocki, & Karl Kepner, 2002). Leaders are dedicated, holds a strong purpose and trust in that purpose to make sure that the success and empowerment of their employees (Eeden, Frans, & Vasi, 2008). (Lee, T.C., Andy, & Kee-hung, 2011) Acknowledges the charm a leader possesses, irrespective of the fact that the leader is considered brave enough to play a mentor or whether the leader is highly regarded in ethics. (Barnett & John, 2003). Leaders are highly regarded and have immense respect among their sub-ordinates. It consists of recognizing values, mission focused, possessing high morals and avoiding use of position.

H2: There is a remarkable impact of Idealized influence on Employee Motivation

- ***Intellectual Stimulation:***

It emphasizes on the fact that creativity is encouraged by refreshing individually every employee to perform and manage situations irrespective of the outcome. Leaders stimulate their followers to try fresh approaches but remain consistent towards intellectuality (Limsila & Stephen, 2008). It stimulates innovative and hardworking as well as who can resolve issues pertaining in daily work life (Bolkan, Alan, & Darrin, Vol. 28, No. 4, October–December 2011, pp. 337–346). Leaders encourage their employees' efforts and give them confidence to be more creative, solving problems, and handling old issues in fresh ways (Limsila & Stephen, 2008). It stimulates innovation and hunting fresh ways to overcome old issues (Seltzer & Bernard, 1990). In Intellectual Stimulation leader does not go with the old school of thoughts but beliefs in new considerations when solving issues and in doing so, the leader creates a situation that allows his employees and sub-ordinates to believe in themselves and excel in performing their responsibilities (Li, Chuan-Hoo, & Hock-Hai, 2012).

H3: There is a remarkable impact of Intellectual Stimulation on Employee Motivation

- ***Individualized Consideration:***

It promotes the concept of “Management by walking around” given by Tom Peters (Peters & Robert, 1982), which states that managers roam around inside offices and plant rooms and interact with employees and staff by asking them their problem solving techniques, innovative ideas and criticism. It is the selection of employees to transform them in the best interest of the organization (Ogola, Dr., & Dr., 2017). Leaders as mentors polish base, construct path towards goals that establishes trust and influence others (P.G, 2004). Leaders develop cooperative relationship with every employee, listen to every individual’s needs and wants displaying themselves as a role model which in return creates encouraging environment for employees and raises their potential towards work (Limsila & Stephen, 2008).

H4: There is a remarkable impact of Individualized Consideration on Employee Motivation.

- Employee Motivation:

Motivation comes from “Motive” that focuses on the concept to follow a path which is designed for the attainment of set goals. Every individual has some goals and objectives in their lives and the individual makes every strong effort to attain those goals.

Employees who are motivated are more focused towards freedom of speech and bringing innovative ideas and do not require constant push in comparison to those employees who are suffering from low motivation (Shahzadi, Ayesha, Syed, Shagufta, & Farida, Vol.6, No.23, 2014)

Managers in an organization are responsible for motivating their employees by making their job effective (Manzoor, 2011). Leaders motivate their sub-ordinates, emphasizes on team work, and focuses more on being effective, efficient and productive for their organization. Motivation for employees can be both intrinsic and extrinsic. Leadership considers both intrinsic and extrinsic factors to motivate their employees. Intrinsic factors like personal growth, personal achievements, trainings for upgrade in rank/position, providing extra tasks whereas extrinsic factors are bonuses, incentives and an increase in pay. Assigned employee motivation to intrinsic factors, stating that “passion is inside an individual that is responsible for pure dedication and utmost hard work in order to make a name for themselves. Employees believe that recognition by leaders at work is a response against employee performance and consider it as an appreciation for them (ROBESCU & Alina-Georgiana, 2016).

Methodology

Research Methodology:

The study is labelled as descriptive research and was conducted. Primary data was gathered with the assistance of close ended questionnaire under the cross-sectional time horizon and convenience sampling. Different research articles and thesis were brought into consideration in the composition of the data collection and background description. For data analysis SPSS 17.0 was used.

Sampling Design:

- ***Sampling Methodology:***

All the permanent staff working in the hospital excluding Doctors were included in the sampling.

- ***Sampling Frame:***

All the permanent staff of the hospital were chosen for the conduction of the sampling which included their gender, marital status, age, educational qualification and work experience.

- ***Sampling Type:***

Convenience sampling was used by the researcher.

- ***Sampling Size:***

250 people were targeted belonging from different age groups and work positions in the hospital. However, 215 complete responses were returned and therefore the sampling is based on the completely returned 215 responses. Confidence interval was 95%.

Data Collection Method:

This is a Quantitative study and questionnaires were used as a research tool instrument for the collection of primary data. Primary data is mostly used in data collection method (Chowdhury, 2014).

The questionnaire was divided into two parts: Part I was about demographics of the respondent mainly: Gender, Age, Marital Status, Qualification and Work experience.

Part II was about the four independent variables and one dependent variable used in our research.

Statistical Testing:

SPSS (17.0) is used in the testing of the data. Reliability test conducted which shows that alpha is .943 which denotes that the reliability is accepted. ANOVA testing done with 0.00 significance. R square and Adjusted R square had the dissimilarity of 10 between each other which is considered acceptable.

Significance of co-efficient of all independent variables are less than 0.05 which states that the alternative hypothesis of all the four independent variables is accepted.

Results

Reliability Statistics

Cronbach's Alpha	N of Items
.943	5

Table: 01

Reliability Statistics are conducted on SPSS (17.0), reveal that the minimum acceptance set for data reliability is 0.600. However, in this paper, the Cronbach’s Alpha result is 0.943 which highlights high internal consistency of variables, means that the data reliability is considered good & strong (Alarifi, 2014). It highlights that there is a remarkable correlation between the Independent and the Dependent variables.

Linear

Model Summary ^b

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson			
				R Square Change	F Change	Sig. F Change				
1	.857 ^a	.735	.730	.50296	.735	145.321	4	210	.000	1.744

Table: 02

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Individualized Consideration, Inspirational Motivation

b. Dependent Variable: Employee Motivation

Regression analysis (SPSS 17.0) is used to find out the R square and the adjusted R square. If the dissimilarity among R square and adjusted R square is more than 10, it shows that there is non-significance relationship between the dependent variable and the independent variables. As we can see that the above model summary suggests that the difference between R square and adjusted R square is less than 10 which is considered good and acceptable. R square is 0.735 significance highlights a constructive association between the variables. Adjusted R square is 0.730 which shows us the Goodness Fit Model.

		ANOVA ^b				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.049	4	36.762	145.321	.000 ^a
	Residual	53.124	210	.253		
	Total	200.173	214			

a. Predictors: (Constant), Intellectual Stimulation, Idealized Influence, Individualized Consideration, Inspirational Motivation

b. Dependent Variable: Employee Motivation

According to the ANOVA, if the significance level is less than 0.05, it shows that the data of research is statistically significant. In this paper, level of significance of ANOVA is 0.00 which is statistically significant.

Co-efficient ^a					
Model	B	Unstandardized Coefficients		Standardized Coefficients	
		Std. Error	Beta	t	Sig.
1 (Constant)	.089	.156		.571	.569
Idealized Influence	.269	.055	.281	4.900	.000
Inspirational Motivation	.206	.071	.198	2.906	.004
Individualized Consideration	.213	.070	.204	3.048	.003
Intellectual Stimulation	.292	.084	.260	3.485	.001

a. Dependent Variable: Employee Motivation

As we can see that the level of significance of all four independent variables is not more than 0.05, therefore we dismiss the null hypothesis. The significance level of Idealized Influence is 0.000 and its null hypothesis states that there is no remarkable impact of Idealized Influence on Employee Motivation (we fail to dismiss the null hypothesis). The significance level of Inspirational Motivation is 0.004 and its null hypothesis states that there is no remarkable impact of Inspirational Motivation on Employee Motivation (we fail to dismiss the null hypothesis).

The significance level of Individualized Consideration is 0.003 and its null hypothesis states that there is no remarkable impact of Individualized Consideration on Employee Motivation (we fail to dismiss the null hypothesis).

The significance level of Intellectual Stimulation is 0.001 and its null hypothesis states that there is no remarkable impact of Intellectual Stimulation on Employee Motivation (we fail to dismiss the null hypothesis).

Conclusion & Recommendation

Conclusion:

The statistical findings proved that the transformational leadership plays a remarkable role in motivating employees of the organization. The results satisfy the concept that leaders of an organization can adapt the transformational leadership style and its implementation will benefit employees and will increase their motivation towards work (Chowdhury, 2014).

Once implemented the leaders of the organization can avail the opportunity to increase their employees' job performance by motivating them through rewards and providing them with trainings to boost their confidence and improve their commitment towards their organization (Naile & Jacob M Selesho, 2014).

Hence the study concludes that employees should be motivated and their motivation is the responsibility of the leaders of the organization and for that transformational leadership style proves the suitable style (Mengesha, 2015). Employees can prove a real asset to any organization by their commitment and performance and it also depends how the organizations cater them.

Recommendation:

Leaders should adopt strategies that enhance creativity, enthusiasm, responsibility and commitment among employees so that they are eager to capitalize on the opportunities provided and are committed towards organizational goals and objectives.

For the execution of the transformational leadership style, the organization can arrange a training program by hiring trainers who are professionals, for its employees so that it is adapted in a rightful manner and employees are clear in their mind about the adaptability of the transformational leadership style (Chowdhury, 2014). Once implemented the leaders of the organization can avail the opportunity to increase their employees' job performance by motivating them through rewards and providing them with trainings to boost their confidence and improve their commitment towards their organization (Naile & Jacob M Selesho, 2014).

References

- Alarifi, S. (2014). The Effects of Transformational Leadership on Followers' Creativity and Innovation . Brunel Business School & University.
- Andersen, L. B., Bente Bjørnholt, Louise Ladegaard Bro, & Christina Holm-Petersen. (2016). Leadership and motivation: a qualitative study of transformational leadership and public service motivation. *International Review of Administrative Sciences*, 5.
- Ashraf, N., & T. J. (2014). Impact of Social Networking on Employee Performance. *Business Management and Strategy*, 142.
- avolio, b. &. (1994). improving organizational effectiveness through transformational leadership.

- Barnett, K., & J. M. (2003). Vision, relationships and teacher motivation: a case study. *Journal of Educational Administration* 41 (1), 55-73.
- Bernard M. Bass, & Ronald E. Riggio. (2008). *Transformational Leadership*. LAWRENCE ERLBAUM ASSOCIATES, PUBLISHERS.
- Boehner, J. (2015). Retrieved from INC: <https://www.inc.com/dustin-mckissen/what-do-you-call-a-leader-without-followers-you-call-them-a-leader.html>
- Bolkan, S., A. K., & D. J. (Vol. 28, No. 4, October–December 2011, pp. 337–346). *Teacher Leadership and Intellectual Stimulation: Improving Students' Approaches to Studying through Intrinsic Motivation*. Routledge, Taylor and Francis Group.
- Chowdhury, R. G. (2014). A study on the impact of leadership styles on employee motivation and commitment: An empirical study of selected organizations in corporate sector. 383.
- Covey, S. R. (2015). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. Mango Media Inc.
- Eeden, R. v., F. C., & V. v. (2008). Leadership styles and associated personality traits : Support for the conceptualisation of transactional and transformational leadership. *South African Journal of Psychology*, 38(2), 253-267.
- Farid Ahmad, Tasawar Abbas, Shahid Latif, & Abdul Rasheed. (2014). Impact of Transformational Leadership on Employee Motivation in Telecommunication Sector . *Journal of Management Policies and Practices* Vol. 2(2), June 2014 .
- Gabriela, H. M., & N. D. (2017). The Leadership's Role in Motivating Employees. "Ovidius" University Annals, Economic Sciences Series Volume XVII, Issue 1 /2017.
- Ghasabeh, M. S., & Michael J. Provitera. (2017). Transformational Leadership: Building an Effective. *The Journal of Values-Based Leadership*.
- Gopal, R. &. (2014). Leadership style and Employee motivation.
- Hafeez, M. (2012). Employee Commitment and Organizational performance.
- Hassan, M. K. (2019). Transformational Leadership: A Constructive Analysis of. *International Journal of Business and Management Invention (IJBMI)*, 53.
- John Hall, Shannon Johnson, Allen Wysocki, & Karl Kepner. (2002). *Transformational Leadership: The Transformation of Managers and Associates*. University of Florida.
- Kara A. Arnold, Nick Turner and Julian Barling, & E. Kevin Kelloway and Margaret C. McKee. (2007). Transformational Leadership and Psychological Well-Being: The Mediating role of meaningful work. *Journal of Occupational Health Psychology*, 2007, Vol. 12, No. 3, 193–203.
- Lee, P. K., T. E., A. C., & K.-h. L. (2011). An empirical study of transformational leadership, team performance and service quality in retail banks. *Omega* 39 (2011) 690–701, 690-701.
- Li, Y., C.-H. T., & H.-H. T. (2012). Leadership characteristics and developers' motivation in open source software. *Information & Management* 49 (2012), 257-267.
- Limsila, K., & S. O. (2008). Performance and leadership outcome correlates of leadership styles and sub-ordinate commitment. *Engineering, Construction and Architectural Management*, 15(2), 164-184.
- Manzoor, Q.-A. (2011). Impact of Employees Motivation on Organizational Effectiveness. *European Journal of Business and Management* Vol 3, No.3, 37-44.
- McLaurin, J. R., & Al Amri, M. B. (2008). Developing an understanding of charismatic and transformational leadership., (pp. 15-19).

- Mengesha, A. H. (2015). Impact of leadership approaches on employee motivation: An empirical investigation in Haramaya University . *AshEse Journal of Business Management* Vol. 1(3), pp. 028-038, August, 2015 .
- Naile, I., & Jacob M Selesho. (2014). The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*.
- Nicolescu, O., & Verboncu, I. (2007). *Organization Management*. Economic Publishing House.
- Ogola, M. G., D. D., & D. T. (2017). The Influence of Individualized Consideration Leadership Behaviour on Employee Performance in small and medium enterprises in Kenya. *International Journal of Business and Social Science*, Vol 8, No.2, 163-173.
- Okafor, P. (2008). EDU 5419 (Doctoral Course), Advance study in Organizational Theory. Retrieved from <http://www.cccol.com/FrPat/EDU5419.html>
- Olutade M., Liefoghe A., & Olakunle A.O. (2015). Influence of Entrepreneurial Leadership Skills on Employees' Motivation and Job Satisfaction: A Leader Member Exchange (LMX) Approach. *International Journal of Academic Research in Business and Social Sciences*, 193.
- P.G, N. (2004). *Leadership theory and Practice* .
- Peters, T. J., & R. H. (1982). *In search of excellence*. Harper Collins Publishers.
- ROBESCU, O., & A.-G. I. (2016). The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Studies* Vol 7(21), 49-56.
- Rothfelder, K., M. C., & R. J. (2012). The impact of transformational, transactional and non-leadership styles on employee job satisfaction in the German Hospitality industry. *Tourism and Hospitality Research* 12(4), 201-214.
- Saraf, S., & K. S. (2014). Role Of Administrative Leadership In Influencing Employee Motivation . *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH* VOLUME 3, ISSUE 12.
- Seltzer, J., & B. M. (1990). Transformational Leadership: Beyond Initiation and Consideration. *Journal of Management* 1990 16: 693, 692-703.
- Shahzadi, I., A. J., S. S., S. N., & F. K. (Vol.6, No.23, 2014). Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management*, 159-167.
- Skinner, B. (1963). *Operant Behavior*. American Psychological Association.
- Sougui, A. O., A. T., M. A., & H. M. (2017). The Impact of Leadership on Employee Motivation in Malaysian Telecommunication Sector. *Galore International Journal of Applied Sciences and Humanities*, 60.
- Vagu, P., & I. S. (2007). *Motivation at work. From theory to practice*. Bibliotheca.