

Effects Of Leadership On Motivating Public Sector Technology Worker

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Abstract: The leadership styles of supervisors can have a significant influence on motivation levels of subordinates [1]. Yet, there is a lack of empirical examinations to validate such effects of contemporary leadership styles on employee motivation in public sector organizations in South-Asian context. To plug this gap in literature this paper aimed to examine the implications of supervisor leadership styles on subordinate motivation in a public sector organization in a South-Asian culture. Thus, pledged the research question 'What is the impact of leadership style on staff motivation in a public sector organization in Sri Lanka?' This study used a mixed method research design where interviews and questionnaire were used for data collection. Participants were from a department of a government institution in Sri Lanka. The total sample size was 32 for the questionnaire and 4 for the interviews, where the population size was 46. Response rates for the questionnaire and the interviews were, 93.75% and 100%, respectively. It was found that the leadership style at the research site to be more transformational than transactional. Furthermore, transformational leadership demonstrated a positive effect on subordinate intrinsic motivation, while it affected negatively for subordinate extrinsic motivation. In contrast, transactional leadership indicated a negative effect on subordinate intrinsic motivation, while a positive effect was indicated on extrinsic motivation. The study concluded that transformational and transactional leadership styles have a significant effect on employee motivation, while laissez-faire leadership style is ineffective. Since the findings were consistent with the leadership literature, contemporary leadership styles were viewed as valid and applicable for the public sector organizations in Sri Lankan context. The small sample size and longitudinal effects were identified as the limitations of this study.

Index Terms: transformational, transactional, laissez-faire, leadership, intrinsic motivation, extrinsic motivation, contemporary leadership

1 INTRODUCTION

Behavior of human resources is one of the key determinants of success of any business organization, regardless of whether it is a public sector or a private sector organization. Many studies have concluded that human motivation as a principle force in driving behavior [2]. In this context, the leadership styles of the supervisors can have a significant influence on employee motivation to enhance, neutralise or inhibit job related outcomes and responses of subordinates [1], [3], making it a key driving factor of employee work motivation. This study further examines these effects the supervisor's leadership styles have on employee work motivation. Decades of research in the subject of organizational behavior have largely devoted to look in to diverse leadership styles and their effects on subordinate motivation as in [1], [3], [4]. However, a review of literature reveals that, leadership literature lacks rigorous empirical examination of the validity and applicability of the contemporary leadership theory, and more specifically transformational and charismatic leadership theory, with respect to the public sector organizations [5]. Further, Van Wart, (2003) suggest that, leadership research with respect to public sector organizations can be measured as a fraction of that in private sector organizations and is also remains relatively unfocused [6]. Additionally, it is evident that most of the empirical examinations in the leadership literature settle on findings made using North-American or European samples as in [1], [4] and there is a lack of attention to empirically validate these findings with respect to different cultures [7]. Thus, to date, there has been little, if any, empirical examinations to validate the effects of contemporary leadership styles on employee work motivation in public sector organizations in South-Asian cultures. Accordingly, the research topic 'Effects of Leadership on Motivating Sri Lankan Public Worker' was considered timely. It is expected that this study contributes to the body of knowledge in the subject of organizational behaviour by evaluating the validity and the applicability of contemporary leadership theory and its effects on employee work motivation for a public sector organization in a South-Asian cultural setting. Moreover, this study is expected to benefit the organizations and practitioners by identifying and evaluating the features of leadership styles and their effects on

employee work motivation, while discussing the benefits and limitations of different leadership styles. This study was carried out as a cross sectional survey using mixed method research design which capitalise on the benefits of both quantitative and qualitative methods. The research variables, transformational leadership style, transactional leadership style and laissez-faire leadership style were identified as independent variables, while subordinate intrinsic motivation and extrinsic motivation were identified as dependent variables. The participants in this study comprised of the officers in permanent service attached to a department of a government institution in Sri Lanka. The study used both structured interviews with open-ended questions and self-administrated questionnaire based survey as data collection tools. Each of these tools were administrated on samples selected based on the sampling technique, simple random sampling with replacement. The questionnaire based survey was carried out as a mailed survey to capture the data from a broad spectrum of individuals, while the interview sessions were carried out during the same period as face to face interviews, to capture in-depth views and experiences of the participants.

Further, the following are hypothesised:

Hypothesis 10: *Across individuals, leader's transformational leadership behaviour will be negatively related or not related to subordinate intrinsic motivation while positively related or not related to subordinate extrinsic motivation.*

Hypothesis 11: *Across individuals, leader's transformational leadership behaviour will be positively related to subordinate intrinsic motivation while negatively related to extrinsic motivation.*

Hypothesis 20: *Across individuals, leader's transactional leadership behaviour will be positively related or not related to subordinate intrinsic motivation while negatively related or not related to subordinate extrinsic motivation.*

Hypothesis 21: *Across individuals, leader's transactional leadership behaviour will be negatively related to subordinate intrinsic motivation while*

positively related to subordinate extrinsic motivation.

2 LITERATURE REVIEW

Behavior of human resources is one of the key determinants of success of any business organization. Many studies have concluded that human motivation as a principle force in driving behavior [2]. In this context, the leadership styles of the supervisors can have a significant influence on employee motivation to enhance, neutralize or inhabit job related outcomes and responses of subordinates [1], [3]. However, it's increasingly evident that certain methods or styles are not as effective elsewhere as they are at home [7]. This, in turn, highlighted the importance in looking at the effects of leadership styles on human motivation in the Sri Lankan context. This Literature Review will first focus on locating the research topic within the business discipline of Organizational Behavior and Work. Next, it will explore the literature on concept of leadership and major leadership styles with a special emphasis on transactional and transformational leadership styles. Then, the literature on leadership in public sector is reviewed to identify the role and significance of leadership in public sector. Next, this review will concentrate on the important findings of the previous studies which examine the motivational effects of leadership. Then, after highlighting the findings of the previous studies on leadership in public sector, the review concludes with emphasizing the importance of the research question. This structure is adapted for the review so that it best fits with the author's research question; 'What is the impact of leadership style on staff motivation in a public sector organization in Sri Lanka?'

2.1 Organizational Behavior, Leadership and Motivation

Organizations are highly complex systems composed of many different levels of analysis of human activities. It is widely believed that behavior of human resources as one of the key determinants of success of any business organization. Therefore, the need for examination of these human behavioral patterns and their possible implications can be considered extremely significant. In this context, leadership is among the most important and widely debated and discussed topics in the subject of organizational behavior [8]. Leadership is critical to the success of any organization and can have a multiple implications on a wide array of organizational outcomes including human motivation [9], [10]. In the subject of organizational behavior, increasing employee motivation to achieve higher performance levels is considered as one of the most important research issues and practical challenges [11]. Accordingly, decades of research in organizational behavior have largely devoted to look in to different styles of leadership and their implications on subordinate motivation.

2.2 Concept of Leadership

According to [12], 'Leadership is one of the most observed and least understood phenomena on earth'. The concept of leadership has drawn increased attention from social scientists for many decades. Seters and Field [13] suggest that scientific research on the topic of leadership did not begin until the beginning of 20th century. However, subsequently, intensive research has been carried out on the topic, addressing concept of leadership from variety of different perspectives [13], [14]. It is possible that the concept and definition of leadership and leadership style to vary depending on the

person, or situation [8]. Similarly, Burns [12] suggest that 'leadership as a concept has dissolved into small and discrete meanings'. As a result in literature, it is possible to find hundreds of different definitions of leadership. In 1991, Rost reviewed 221 definitions of leadership which formed during the period from 1920 to 1990, and suggested that a common element in all reviewed definitions is 'Leadership is about one person getting other people to do something' [14].

2.3 Leadership Styles

Leadership style is one of the most debated topics in management, which has influenced a great number of managers and employees [15]. Newstrom [16] defines leadership style as 'the total pattern of explicit and implicit leader's actions as seen by employees'. It is very important to look into an organizations leadership style as it is one of the factors that play a significant role in enhancing or hindering the interest and commitment of the individuals in an organization [8]. It is possible to broadly categorize leadership literature into a number of important phases [17]. Early studies on leadership (trait theories) concentrated on identifying the personality traits [17]. However, due to the difficulty in validating these personality traits, style and behavioral approaches to leadership has emerged [17]. In 1939, under the leadership of Kurt Lewin, a group of researchers introduced three major leadership styles; autocratic, democratic and laissez-faire [18]. Subsequently, however, due to the limitation of ignoring the importance of situational factors in these approaches the situational and contingency theories of leadership were developed [17], '... which shift[ed] the emphasis away from the one best way to lead to context-sensitive leadership' [17]. However, recent studies on leadership have returned to 'one best way of leadership' publication on a totally novel paradigm of leadership which introduced the concepts of transformational and transactional leadership [19]. Thereafter, leadership theory experienced a substantial impact through the transformational and charismatic leadership theory and dominates the current leadership thinking [4]. In 1992, Bryman referred this leadership approach as the "New Leadership" [9]. Over the period after the introduction of the transactional and transformational leadership, changes in the organizational environment and workforce formed 'the need for leaders to become more transformational and less transactional if they were to remain effective' [19]. A similar conclusion has made by Lam and O'Higgins [10], where they propose the transformational leadership style as the most effective leadership style. In contrast, however, it is also widely argued that there is no one best style of leadership which suites all situations [20], [21]. It is suggested that the correct style of leadership depends on the factors such as nature of the job, the leader's attitude, subordinate preferences and the situation [21]. Among the many approaches, 'one of the most prominent formats for classifying and studying leadership includes three styles – transformational, transactional and laissez-faire leadership' [10].

2.4 Leadership in Public Sector

Literature in the public sector management has widely recognized the importance of leadership [22]. Van Wart [6] suggest that, while leadership literature in public sector can be measured as a fraction of that in private sector, it is substantial, despite the fact that it is relatively unfocused. In contrast, however, Javidan and Waldman [5] argue that

rigorous empirical examination of contemporary leadership theory and more specifically transformational and charismatic leadership theory still lacks with respect to the public-sector organizations. Perhaps, this lack of empirical examination may be due to the fact that, the public sector organizations are believed to be more bureaucratic [6], [23] thus, most theorists have expected that the transformational leaders are not as much effective and common in public sector organizations as they do in private sector organizations [22]. However, in contrast to these expectations, certain studies carried out in public sector organizations of transformational leadership have found that transformational leadership to be effective and common in public-sector organizations as well [22], [24].

2.5 Leadership implications on Motivation

Motivating employees remains an important and challenging role for any organization, irrespective of whether it is the public sector or private sector organization [25]. It is evident that the leadership styles embraced by managers and supervisors can have a significant influence on motivation levels of employees to improve, neutralize or inhibit work related outcomes and responses of subordinates [1], [3]. While evaluating literature which examines the relationship between leadership styles and motivation, it is increasingly evident that, certain leadership styles show a positive relationship on subordinate motivation while the others show a negative relationship [4]. In this context, literature identifies two main sources of motivation, intrinsic motivation and extrinsic motivation. However, some studies do not distinguish between leadership effects on intrinsic motivation and extrinsic motivation and analyze the implications of leadership styles broadly on employee motivation [10], [24], [26]. However, this can be viewed as a limitation of these studies as they do not permit a deeper understanding with respect to the intrinsic and extrinsic motivational effects of different leadership styles. Further, it is interesting to observe that, since Burns publication of his influential work introducing transformational and transactional leadership concepts [19], most of the leadership research carried out in the last three decades have been devoted to examine the motivational effects of the transformational leadership style, while studies on motivational effects of other leadership styles have been largely ignored. More interestingly, while large amount of literature based on transformational and charismatic leadership styles has formed many interesting findings [1],[23], review of the literature suggest weakness exist in leadership literature in terms of not having adequate explanation and connection of these important motivational effects of transformational and charismatic leaders to the prevailing motivational theory. Additionally, even though the relationship between leadership styles and motivational outcomes has been frequently discussed in literature, there has been a lack attention to validate the applicability of these findings across diverse cultures.

3 RESEARCH METHODOLOGY

The purpose of this chapter is to review the research design appropriateness, provide a discussion of the population and sample, explain the data collection procedure and to discuss the measures used in the research instrument. In addition, this chapter explains the statistical procedures used to analyze data, ethical considerations and the limitations of this research. This study address the research question; 'What is

the impact of leadership style on staff motivation in a public sector organization's technology workers in Sri Lanka?' and research objectives;

- Identify and examine the features of leadership style in practice.
- Assess the effects of leadership styles in employee motivation.
- Review the benefits and limitations of leadership style in motivating employees.
- Review the validity and applicability of contemporary leadership styles in Sri Lankan context which is a South-Asian culture.

3.1 Research Design

This study was carried out as a cross-sectional survey with a mixed-method research design, which was considered as the most appropriate for this study. The rationale for adopting this research design was that, this study needed to systematically collect data from a broad spectrum of individuals performing under different leadership levels in order to develop a representative picture of the population, while also had the need of getting the in-depth views and experiences of the individuals to better address the research problem. Adopting a mixed-method research design has been also recommended by the previous studies which addressed similar research topics [27]. Therefore, a mixed-method cross-sectional survey which facilitates these requirements was considered as the most appropriate research method for this study.

3.2 Instruments

A self-administrated questionnaire and structured interviews were used as the primary data collection tools in this study. The first data collection tool, self-administrated questionnaire, was used for the study as it allows to collect data from a wide range of individuals, provides a greater level of anonymity, provides convenience for the respondents, and cost effective to administrate. Also, the evidence from similar previous studies [26] suggests that this type of instrument is very much appropriate for the selected topic. The second data collection tool, structured interviews with standardized open-ended questions, were used keep the interview questions focused on the research topic while allowing the participants to provide in-depth responses. Unit of information focused on leadership styles of the leaders (transformational leadership, transactional leadership and laissez-faire leadership behavior) and the level of subordinate intrinsic motivation and extrinsic motivation.

3.3 Procedure

3.4.1 Administrating the Questionnaire

The questionnaire based survey was carried out as a mailed survey which was administrated by mailing a questionnaire to the respondents. This method of administration was selected considering the ability of this method to ensure the anonymity of the respondents. The questionnaire contained questions to measure transactional, transformational and laissez faire leadership styles and employee intrinsic and extrinsic motivation. The questionnaire mainly included questions and scales validated by previous studies; however, also included few questions developed by the researcher. Therefore, before administrating the questionnaire to all respondents, a pilot survey was be carried out for a small sample (N=5), and

based on the results the questionnaire was reviewed and refined. All questionnaires were administered by mail and contained a personalized cover letter and a self-addressed, stamped return envelope. In order to increase the response rate, follow-up mails were sent after 2 weeks to the non-respondents with a replacement questionnaire and a new cover letter.

3.4.1 Adminstrating the Interviews

Before begin each interview session, the researcher briefly explained each participant about the purpose of this study and also explained that in the interview it is planned to talk about their work life and their supervisors leadership style. Each participant was verbally informed that the anonymity of the information they provide at the interviews is ensured. Instructions for the participants were provided verbally and verbal assent was obtained from each participant before commencing recording. Each interview session continued twenty minutes on average. At the interviews, the researcher asked questions from a list of standardized open-ended questions, one at a time and recorded the answers given by the participants. The interviews were administered at a parallel time period to the questionnaire administration.

3.4 Measures

Wherever possible, in the questionnaire, multiple-item measures that have been tested and validated in earlier studies were used to measure the study variables (see Appendix A). For all the items a five point Likert scale was used where one represented strongly disagree and five represented strongly agree.

3.5.1 Transformational Leadership

Transformational leadership behavior was measured using a scale compiled and validated by Rafferty and Griffin [28] where the transformational leadership items were originally adapted from measures produced by Podsakoff et al. [29]. An example item was "challenges me to think about old problems in new ways".

3.5.2 Transactional Leadership

Transactional leadership contingent reward behavior was measured using the five item scale developed by Podsakoff et al. [29]. An example item from this scale was "gives me special recognition when my work is very good". Further, the transactional leadership management by exception (active) behavior was measured using a two item scale developed specifically for this study where the items were derived from the literature based on the characteristics of management by exception (active) behavior.

3.5.3 Laissez-Faire Leadership

Laissez-Faire leadership was measured using a three item scale developed specifically for this study. The three items in the scale were derived from the literature based on the characteristics of laissez-faire leadership. An example item was "avoids making decisions".

3.5.4 Intrinsic Motivation

Laissez Employee intrinsic motivation was measured using the Situational Motivation Scale (SIMS) developed by Guay et al. [30] and validated Standage, et. al [31]. Here, five items were selected from this scale for measuring the employee intrinsic

motivation. An example item from this scale was "because this activity is fun".

3.5.5 Extrinsic Motivation

Similarly, employee extrinsic motivation was measured using the Situational Motivation Scale (SIMS) developed by Guay et al. [30] and validated Standage, et. al [31]. Here, four items were selected for measuring employee extrinsic motivation. An example item was "I am supposed to do it".

4 DATA ANALYSIS

4.1 Analysis of Quantitative Data

This research mainly used statistical data analysis techniques for the analysis of the quantitative data collected. Prior to the statistical analysis, preparation of data carried out where the data was edited (cleaned), checked for accuracy and entered into the IBM SPSS Statistics version 20 computer software. Next, a descriptive analysis was carried out where the basic features of data including means, standard deviations and correlations were analyzed. Finally, the hypothesis of the research was tested using statistical analysis techniques. In this research, independent variables transformational leadership style, transactional leadership style and laissez faire leadership style, and the dependent variables employee intrinsic motivation and employee extrinsic motivation were identified as the main variables for cross-tabulation.

4.2 Analysis of Qualitative Data

Considering the fact that this research also addresses qualitative data, it was decided to identify the themes within the participant's sentiments on the supervisor's leadership styles and self-reported motivation. Therefore, it was decided that the thematic analysis method would be the most appropriate method of analysis for this study. In order to produce thematic analysis this study passed through a series of phases outlined by [32].

5 RESULTS & ANALYSIS

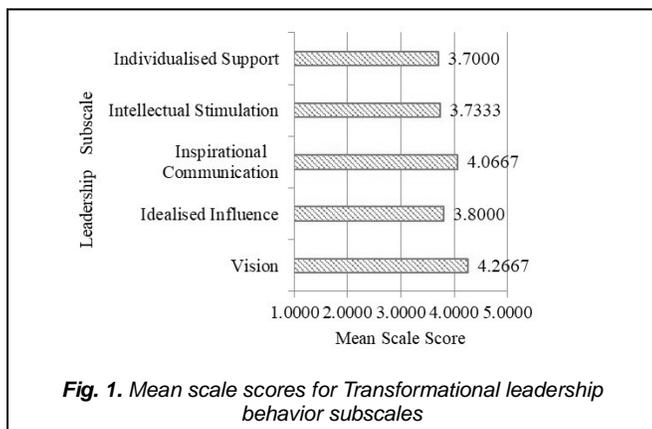
Chapter 4 starts by presenting and analyzing the results obtained from the survey questioner and structured interviews. For the analysis, the quantitative data and qualitative data gathered were integrated using the "Embedding data" approach discussed in literature [33]., and the presentation of the results and analysis is carried out based on the key themes identified for this research. The chapter concludes by summarizing the important findings of this study.

5.1 Leadership Style in Practice

Considering the fact that this research also addresses qualitative data, it was decided to identify the themes within the participant's sentiments on the supervisor's leadership styles and self-reported motivation. Therefore, it was decided that the thematic analysis method would be the most appropriate method of analysis for this study. In order to produce thematic analysis this study passed through a series of phases outlined by Braun and Clarke [32].

5.1.1 Transformational Leadership

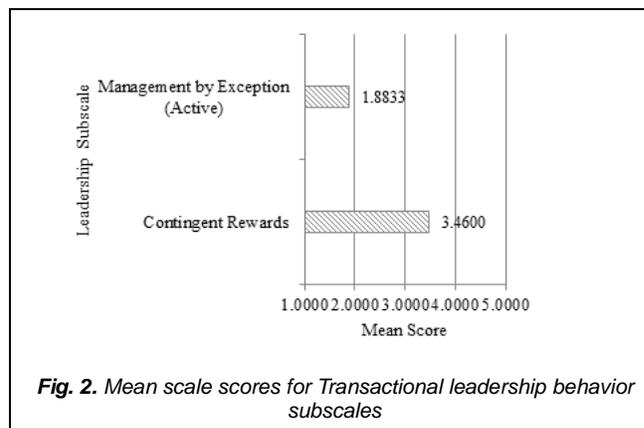
Several significant findings emerged from the analysis of the responses for the subscales for measuring leader's transformational leadership behavior, transactional leadership behavior and laissez-faire leadership behavior.



Among the transformational leadership subscales, leader's behavior for providing an appealing vision was found to have the highest mean score, $M = 4.2667$ (see Figure 2). Also, inspirational communication demonstrated a relatively high level of presence in the leadership behavior with a mean score of 4.0667. This was also indicated at the interviews. Further, it was found that leaders share a moderately high mean score ($M = 3.7333$) for intellectual stimulation indicating that they encourage followers to be creative and innovative. Among the subscales of transformational leadership behavior the lowest mean score was recorded by individualized support, $M = 3.7000$ (see Figure 2). However, when taken individually, this can still be considered as a moderately high figure, which suggested that the leaders give personal attention to subordinates needs and feelings. Overall, transformational leadership demonstrated the highest mean score of 3.9233 with a standard deviation of .42027, compared to transactional leadership style ($M = 3.0095$) and laissez-faire leadership style, $M = 1.5222$ (see Table 1). These findings were further supported by data gathered from the interviews, which demonstrated that transformational leadership behaviors are widely in practice. Accordingly, transformational leadership behavior can be considered as the dominating leadership style at the research site.

5.1.2 Transactional Leadership

Transactional leadership behavior of the leaders shared a moderate mean score of 3.0095 which is marginally lower than the mean score of transformational leadership behavior ($M = 3.9233$), with a standard deviation of .27039 (see the mid-section of Table 1). This showed that, even though transformational leadership behavior is the prominent leadership behavior at the research site, transactional leadership characteristics also had a significant share in the leaders' behavior. Figure 3 provides an illustration of mean scale scores for the two transactional leadership behavior subscales. Contingent rewards behavior shared a mean score of 3.4600, which can be considered as a moderately high figure (see Fig 3). This demonstrated the existence of an exchange process between the leaders and the followers. Also, the statements from employees clearly supported this finding by highlighting the transactions between the leaders and subordinates which demonstrated the transactional leadership behavior.



Among the subscales of transactional leadership behavior, management by exception (active) behavior of leaders, demonstrated a mean score ($M = 1.8833$), which was considerably lower than that of the contingent rewards $M = 3.4600$ (see Figure 3). This revealed that, at the research site, leader's transactional leadership behavior is more focused on rewarding subordinates based on positive feedback, special recognition and personal compliments rather than continuously monitoring and controlling subordinates to get them to achieve their assigned goals. This demonstrated that the leaders at the research site differ their management by exception-active behavior considerably depending on the subordinates and the situation. This finding was also supported by the much higher level of standard deviation management by exception (active) had compared to contingent rewards.

5.1.2 Laissez-faire Leadership

Compared to transformational leadership behavior and transactional leadership behavior, the laissez-faire leadership behavior of the leaders at the research site was found to have the lowest mean score of 1.5222 with a standard deviation of .49273 (see the lower section of Table 1). This significantly low mean score demonstrated that the laissez-faire leadership behavior of the leaders at the research site is minimal. These statements clearly showed that the leaders at the research site do not avoid making required decisions and provides guidance and support for their subordinates to carry out the assigned work activities, thus the laissez-faire leadership behavior is not apparent.

5.2 Employee Motivation

Both the self-reported intrinsic motivation level and the self-reported extrinsic motivation level of the respondents showed moderately high mean scores. However, compared to the self-reported extrinsic motivation level of the employees ($M = 3.3333$), the self-reported intrinsic motivation level of the employees demonstrated a moderately higher mean score ($M = 3.8250$). These findings of the descriptive analysis were also supported by the statements made by the employees at the interviews.

TABLE 1
DESCRIPTIVE STATISTICS AND PEARSON'S BIVARIATE CORRELATIONS FOR THE STUDY'S MEASURES BASED ON THE RESPONDENTS REPORTED DATA

Scale	M	SD	Intrinsic Motivation	Extrinsic Motivation
Transformational	3.9133	.41027	.572**	-.398*
Vision	4.2667	.49827	.575**	-.389*
Idealised Influence	3.8000	.40684	.533**	-.544**
Inspirational Communication	4.0667	.54245	.589**	-.485**
Intellectual Stimulation	3.7333	.58392	.138	-.214
Individualised Support	3.7000	.53498	.504**	-.492**
Transactional	3.0095	.27036	-.462*	.636**
Contingent Rewards	3.4600	.13025	.262	.510**
Management by Exception (Active)	1.8833	.80605	-.648**	.541**
Laissez-faire	1.5222	.49273	.024	-.169
Intrinsic Motivation	3.8250	.46955	1	.111
Extrinsic Motivation	3.3333	.27682	.111	1
N = 30				

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

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

5.3 Effects of Leadership on Employee Motivation

Correlational analysis was carried out based on the data collected from the questioner. Several significant findings emerged from this analysis of the relationship between the leaders transformational behavior subscales (vision, idealized influence, inspirational communication, intellectual stimulation, individualized support), transactional leadership subscales (contingent reward, management by exception), laissez-faire leadership and motivation scales for extrinsic motivation and intrinsic motivation. Table 1 presents the descriptive statistics and Pearson's bivariate correlations for the study's measures for the respondents reported data.

5.4 Summary of Results

Results indicated that both transactional and transformational leadership characteristics are present at the research site. Also, it was evident that the leadership style of the leaders at the site is more transformational than transactional; while the laissez-faire leadership style was found to be the least prominent leadership style. Furthermore, it was found that both the self-reported intrinsic motivation level and the extrinsic motivation level of the respondents were at a moderately high level, while the level of intrinsic motivation was found to be higher than the level of extrinsic motivation among the employees. During the analysis several important relationships were identified between the leader's leadership

style and the subordinate self-reported intrinsic and extrinsic motivation. Transformational leadership style was found to have a highly significant positive relationship with subordinate intrinsic motivation, while it demonstrated a significant negative relationship with the subordinate's extrinsic motivation level. In contrast, transactional leadership style was found to have a significant negative relationship with subordinate intrinsic motivation, while it demonstrated a highly significant positive relationship with the subordinate's extrinsic motivation level. Further, the laissez-faire leadership style did not show any significant correlations with subordinate's intrinsic and extrinsic motivation level; however demonstrated a weak positive relationship with subordinate's intrinsic motivation and weak negative relationship with subordinate's extrinsic motivation and therefore, found to be ineffective in motivating subordinates.

6 CONCLUSION

The leadership styles of the supervisors can have a significant influence on employee motivation to enhance, neutralize or inhabit job related outcomes of subordinates [1], [3]. However, it's increasingly evident that certain methods or styles are not as effective elsewhere as they are at home [7]. This, in turn, highlighted the importance in looking at the effects of leadership styles on human motivation in the Sri Lankan context, which is a South-Asian culture. This study sought to answer the research question 'What is the impact of leadership style on staff motivation in a public sector organization in Sri Lanka?'

6.1 Empirical Findings

The study identified some interesting features of leadership style in practice. It was found that both transactional and transformational leadership characteristics are present at the research site to a significant extent, while the leadership style of the leaders was more transformational than transactional, with a minimal presence of laissez-faire leadership. Furthermore, several important effects, the leadership styles of supervisors had on subordinate's motivation were identified and evaluated. First, the transformational leadership style of the leaders was found to have a positive effect on subordinate intrinsic motivation level, while it negatively affected for the subordinate's extrinsic motivation level. In contrast, transactional leadership style was found to have a negative effect on subordinate intrinsic motivation level, while it was found to have a positive impact on the subordinate's extrinsic motivation level. Further, the laissez-faire leadership style demonstrated only a weak positive effect on subordinate's intrinsic motivation level and a weak negative effect on subordinate's extrinsic motivation level; thus, found to be ineffective in motivating employees. The study identified several benefits and limitations of leadership styles in terms of their effects on employee motivation. To begin with, the demonstrated positive effect on employee intrinsic motivation can be viewed as a benefit of the transformational leadership style, while the negative effect on the extrinsic motivation is a limitation. On the other hand, the demonstrated negative effect on employee intrinsic motivation is a limitation of the transactional leadership style, while the positive effect on the extrinsic motivation is clearly a benefit. Further, the laissez-faire leadership style was not found to have any significant effect towards manipulating employee motivation significantly. This can be identified as a limitation of the laissez-faire leadership style. The key findings of this study were in

collaboration with the leadership features and leadership effects on employee motivation suggested by contemporary leadership theory and therefore, the contemporary leadership styles can be viewed as applicable and valid for public sector organizations in the Sri Lankan context which is a South-Asian culture.

6.2 Theoretical Implications

Findings from this study significantly contributed to the research on leadership styles and their implications on motivation. Much of the empirical research to date in the topic area has settled on findings made using North-American or European samples (see [4, [34]. However, this study validates and extends those findings with respect to Sri Lankan context which is a South-Asian culture, while also address the gap in the literature for empirical examinations on the applicability and validity of the contemporary leadership styles in the public sector organizations. The findings of this study are consistent with the recent research by Wright & Pandey [35] and Wright et al. [36] which suggests that transformational leadership behavior is the prominent leadership style in the public sector organizations. Also, this study confirms that there is a positive relationship between transformational leadership and subordinate intrinsic motivation, which is in collaboration with the findings of Charbonneau et al. [37] and Barbuto [38]. Moreover, consistent with the previous findings by Graves and Sarkis [39], this study identifies a negative relationship between transformational leadership and subordinate extrinsic motivation. Next, with respect to the findings related to transactional leadership behavior, the positive relationship between the transactional leadership behavior and subordinate extrinsic motivation identified in this study is in agreement with the findings of Aarons [40], Chaudhry & Javed [41] and Mawanda [42]. At the same time, this study identifies a negative relationship between transactional leadership style and subordinate intrinsic motivation, which is consistent with that presented by Graves and Sarkis [39]. Furthermore, despite its low statistical significance, the study found a positive relationship between laissez-faire leadership style and subordinate's intrinsic motivation. Although, this result differs from some of the published studies such as Webb [34], it is consistent with the findings of Barbuto [38] and Chaudhry & Javed [41]. This difference with some of the previous research may suggest that the effects laissez-faire leadership style differs across diverse research settings. However, it should be noted that the negligible presence of laissez-faire leadership style identified in this study may also have affected the results.

6.3 Implications for Practice

This study suggests that both transformational leadership and transactional leadership have their own benefits and limitations. Having, both leadership styles in collaboration can deliver better subordinate motivational levels than either leadership type can deliver alone. Therefore, it is suggested that the organizations irrespective of whether they are public or private sector institutions, should focus on promoting both transformational and transactional leadership behaviors within their leadership force to achieve a highly motivated work force.

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