

Influence of Leadership Style on Employee Motivation and Organizational Performance in Public Sector Institutions

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ABSTRACT

Success of an organization is associated closely with leadership. Leadership has critical importance for enabling an organization to perform and keep its staffs motivated towards the accomplishment of mission, vision and goal. In this case, research provides value added information to know how the leadership style can contribute to the employee motivation and organization performance in the government primary schools at taluka Khairpur in Sindh, in Pakistan. It only focused on a single leadership style, the transformational to determine its effect at the level of ensuring that employees are motivated and performance of an organization in the government primary schools in taluka Khairpur. This analytical paper revealed the valuable information that leadership style, transformational created great impact positively on employee motivation and organizational performance. The research paradigm, used in this quantitative research, is founded on the positivism philosophical approach. The main study carried out by means of deductive method and survey method using survey tool, the questionnaire. This research had to know the implications of transformational leadership style for employee motivation and organizational performance in government primary schools of taluka Khairpur, Sindh. The facts of significance entered the knowledge through the gathering of secondary data whatever were already provided in literature towards the realization of goals of research, as well. Results of this study revealed that transformational leadership plays important and favorable role for employee motivation and organizational performance in the government primary schools of the taluka Khairpur. It is proposed that, educational establishments in Sindh and Pakistan in general, should implement the leadership style suited to them and in the best manner befitting to meet their objectives. In that case transformational leadership offers the best alternative to achieve the purpose of ensuring employee motivation and organizational performance in government primary schools across all provinces at the taluka level such as Khairpur in Pakistan.

Keywords: *employee motivation, organizational performance, transformational leadership style, transactional leadership style, charismatic leadership style, autocratic leadership style and bureaucratic leadership style.*

INTRODUCTION

According to Bennis and Nanus, leadership is what lends an organization, its vision as well as the capacity to actualize the vision, what they mean is that far as organizations are concerned, leadership offers vision and then it offers ability of translating the vision into reality. Leadership achieves the dream of an organization. Leadership is influence-nothing more, nothing less (John Maxwell, 1993). According to Gary Yukl (2006), leadership can best be described as; a process of influencing other people to know and agree what must be done and how it must be done and as well the leadership can be defined as a process, through which a leader enables individual and collective efforts to achieve shared goals (p. 8). The capacity to lead (Merriam Webster 2008), in this case an ability is emphasized as in the capacity to lead, an ability to make an office or being in a position to lead. Commitment to a vision is elicited through leadership, which is based on persuasion rather than coercion (Bennis and Nanus 1985), they give their view that leading people through persuasion is productive other than coercion in bringing out commitment to a vision. Both authors argue that leadership style is characterized by inspiring and motivating employees, which in turn reduces their workplace stress (Atkin-Plunk & Armstrong, 2013). Organizations always aspire to achieve their determined objectives but effective leaders are needed there to coordinate and motivate the employees.

So, this study elaborates and enlightens the main aspects of leadership by getting included how to make a clear vision? How to empower, inspire and motivate the employees for the accomplishment of an organizational goal? Furthermore, this study guides regarding leadership horizons how to influence the organizational performance for getting achieved goal of an organization? Organizational culture and performance have connection with the type of leadership style (Klein, et al., 2013) and here they revealed the significant fact that types of leadership style relate with organizational norms, values as well as performance. Her conclusion in the research paper output was that leadership style can help improve organizational performance when it is matched with organizational culture since her conclusion is that, increase in the performance of an organization can be facilitated through leadership style, only when the leadership style is adjusted or synchronized to the norms and values of an organization. These forms of leadership are just too many such as charismatic, autocratic, bureaucratic, transactional and transformational etc. However, just a single leadership style is chosen here which is transformational. It is an important reason why this style of leadership is selected which is employed in practices at large extent all over the world. Already, research has been conducted to describe the scope, value and implication of leadership style and its influence on employee motivation and organizational performance in public sector institutions of Pakistan, universities, colleges and schools. Research elaborated that head teachers face different challenges by using leadership abilities and skills to achieve destination. M.H.Dahri.(2015), Niqab, M.Sharma, S,Wei, L.M &Moulad S.B.A (2014) discussed the educational system in government schools of Pakistan, where centralized and hierarchical bureaucratic set up exists, which is big challenge in the way of head teachers to influence employee motivation and organizational performance because head teachers are not given full authority and power to take decisions. The research of M.H. Dahri (2015) mentioned the same centralized hierarchical bureaucratic educational set up exists in government secondary schools of Sindh which is first and political interference is second big challenge in the way of head teachers to accomplish goal by motivating employees and enhancing organizational performance.. The study of M.H. Dahri.(2015) appreciated transformational leadership to get employees motivated and enhanced organizational performance by developing true followers and valuing their wants and needs for performing beyond expectations in secondary schools of Sindh province. Whereas, no study was done so far to ascertain effect of the leadership style on motivation of employees and organizational performance

in government primary schools of taluka Khairpur Sindh. Thus there was need to fill the dent by researching so as to be aware as to know how leadership style affects motivation of employees and organizational performance in the government primary schools of taluka Khairpur Mirs, Sindh and this is the attempt to meet the end, here.

Objectives:

1. To understand influence of leadership style, transformational on employee motivation in government primary schools within premises of taluka Khairpur, Sindh.
2. To understand influence of leadership style, transformational on organizational performance in government primary schools within premises of taluka Khairpur, Sindh.

Questions:

1. What is the influence of leadership style, transformational on employee motivation in government primary schools within premises of taluka Khairpur, Sindh?
2. What is the influence of leadership style, transformational on organizational performance in government primary schools within premises of taluka Khairpur, Sindh?

Literature review

Leadership style

To know its importance, scope and influence of leadership for motivating employees and enhancing performance of an organization, it had been researched extensively throughout the world since mid of 20th'century. So, management scientists disclosed that all leadership styles ensure motivation of employees and organizational performance but to different levels. Therefore, at the outset it is necessary to find out the definition of motivation. According to Robbins, Judge and Vohra (2010), motivation refers to the degree to which a person tries to attain aspired destination. According to Elliot (2001), motivation is something or an action that makes an individual has a reason to do something in a given manner or as the statement of the repetitive behaviors, needs, and wants. Real needs and wants of individual are not ignored as motives to push him in some way towards doing something. And the second important is to know what performance is. In that way performance, according to them performance is an ability which is defined in the literature as the level to which as a social system, an organization with certain resources and means has its objectives.

The leadership style and motivation.

At all times, leadership aims at controlling the motivation of the employees towards accomplishment of organizational goal. As asserted by Gopal and Chowdhury (2014) in the current market where situations are ever changeable and business competitors run their business, there is motivation playing an important part of success and prosperity in business. It involves a lot of internal attributes and external influences which are job factors, individual differences and organizational practices (Gopal & Chowdhury, 2014), they explained that it includes both internal and external factors about a person including attractive salary

packages and perks and privileges, convenient workplace, job specialization, perception and preferences towards job and organization and policies, procedures and corporate culture of an organization. (Ingvarson, 2009), argued that force moves or drives people towards achieving their goals hence, is motivation. An employee who is motivated has enthusiasm and eagerness about the work and has strong desire to carry out and achieve the work tasks (Moran 2013). Transformational leadership is the capability to get people, to be improved, to be changed and to be led, as described by Frances and Cohen (1999). Both Francis and Cohen claimed that individuals should be collected, should be made better and even be transformed and be guided by a capability which is transformational leadership. With the help of this capacity, transformational leadership, the desires of colleagues and the fulfillment of their needs are evaluated and appreciated.

Leadership style and organization performance

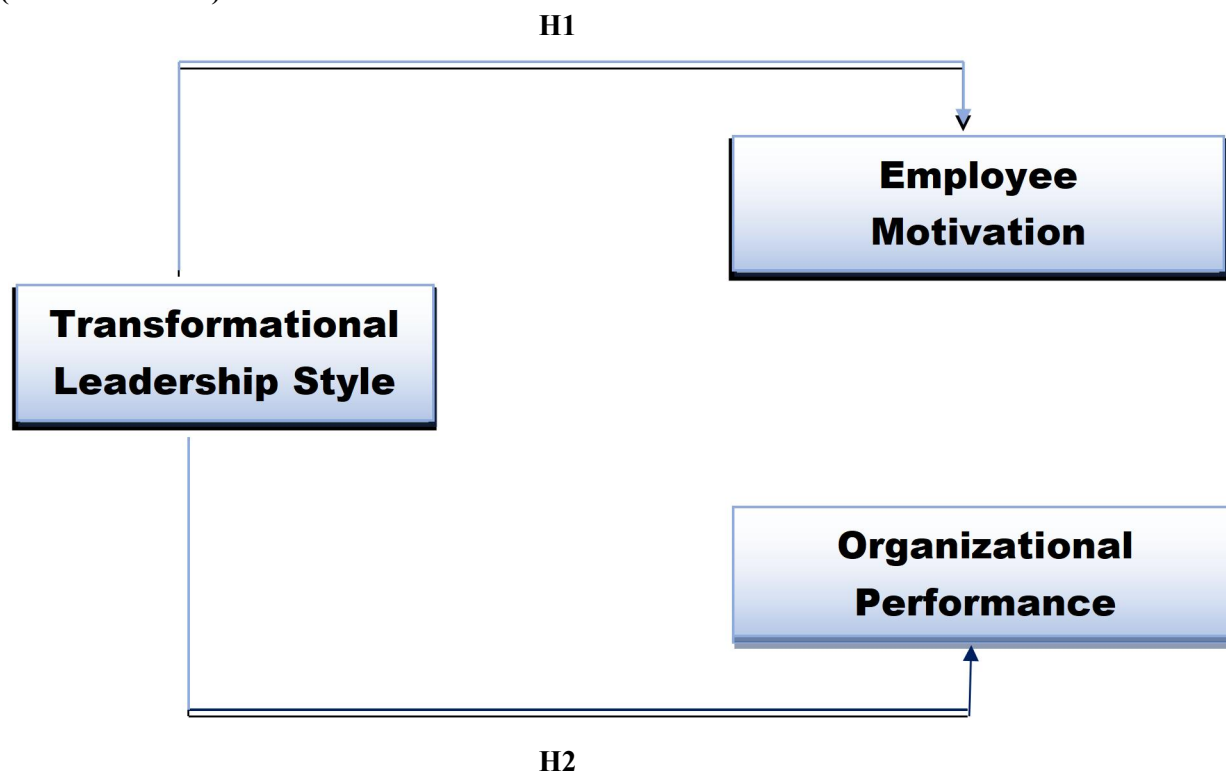
Leadership is quite crucial in supporting the performance of the organization. Performance is a capacity of the organization to attain its goals to some extent as it is concluded based on above discussion. Leadership style is seen to be affecting the culture of the organization and the organization culture further affects the organizational performance (Klien, et al., 2013), here it has been established that the style of leadership will lead to the culture of the organization and the culture of an organization also affects the performance of an organization.

The role of school leader in Pakistan.

In Pakistan, the school head teachers are appointed on the basis of their seniority as opposed to academic background and professional competence in the area of school leadership and school management (D.B.Shah, 2017, M.Memon, 2010 and A. Khan, 2010). As an example, 40 percent of the initial or direct postings of head teachers in secondary schools are allocated to the Sindh Public Service Commission (SPSC) in the Sindh province (D.B. Shah, Gurr, D., & Drysdale, L. 2024). According to the SPSC, It is a provincial-level commission given the role of choosing the candidates of various posts of the different departments (D.B. Shah, Gurr, D., & Drysdale, L 2024) The other 60 percent of the available positions is to be allotted in the appointment of head teachers by promotion into the existing line of secondary school teachers of the service on seniority basis (D.B. Shah, Gurr, D., & Drysdale, L 2024) as retailed by M.H Dahri. [2015] disclosed the fact that in Sindh, serving urban and rural secondary school head teachers have to face big challenges to ensure employee motivation and organizational performance in government schools. M.H.Dahri [2015] discussed the existing educational system in government secondary schools of Sindh that is first big challenge because it has also central and hierarchical bureaucratic structure like rest of Pakistan, which does not give head teachers authority and power to hire qualified, fire, deploy and transfer employees, who prove themselves as obstacle in the way of accomplishment of organizational goal and ensure their regularity and punctuality, too. Furthermore, research of M.H.Dahri.(2015) mentioned the second big challenge which is to be faced by head teachers in government secondary schools of Sindh to get achieved organizational goal that is political interference. Political interference does not give free hand to head teachers for performing up to the mark. M.H.Dahri [2015], reported that secondary school head teachers of Sindh province, face these giant challenges, the centralized hierarchical bureaucratic educational system and political interference by developing strategies as, aspiration to show their high level of confidence, determination, patience commitment, competence, hard work, and emotional intelligence for improvement of schools. Furthermore, the research of M.H. Dahri (2015) stated that secondary school leaders face other challenges including electricity load-shedding, non-availability of drinking water, lack of funds and shortage of furniture, to perform up to the mark. They prove themselves as role models in terms of regularity, punctuality, hardworking, showing full commitment, serving the society in best way and developing healthy, supportive and progressive environment for employee motivation and organizational performance regarding overall improvement of school as an administrator and executive M.H. (Dahri, 2015) So, due to its importance and scope

leadership has been discussed extensively since last three decades in Pakistan. The researchers have found it so important especially for employee motivation and organizational overall performance in government schools. Leadership plays its role to accomplish goal, objective, mission and vision. Leadership has significant and positive influence on motivation of employees and overall performance of organization. Now, need of the time is to conduct more research for better understanding of leadership style to motivate employees and enhance organizational performance in the schools particularly at primary level in whole Sindh and overall Pakistan. This research is first effort to understand the such situations prevailing in government primary schools of taluka Khairpur Mir's, Sindh

(Research Model)



Independent variable (IV) = Leadership style.
Dependent variable 1(DV1) = Employee motivation,
Dependent variable2 (DV2) = Organizational performance.

Hypotheses:

H1.

The leadership style, transformational has significant and positive influence on employee motivation in government primary schools within the premises of taluka Khairpur (Sindh).

H2.

Transformational style of leadership has significant and positive influence on organizational performance in the government primary schools within the premises of the taluka Khairpur in Sindh..

Research methodology:

This is a quantitative research that helps to guide investigations as research paradigm by including certain standards, techniques rules, methods and assumptions. It is based on positivism philosophy. The approach of this quantitative research is deductive that involves reasoning (generalization). This study is cross-disciplinary includes the fields such as, psychology, neuroscience, organizational behavior and biology. The fresh data was collected from head teachers of government primary schools in taluka Khairpur, Sindh.

Data collection source:

Primary data was collected through source that is survey strategy with the assistance of questionnaire that is research instrument. Close ended questions were formulated and applied through a form of multiple choice questions in Likert scale with a fixed number of questions or items (15) and responses (1=Strongly Disagree (SD), 2= Disagree(D). 3=Neutral (N), 4=Agree(A). 5=Strongly agree(SA).

Population

Total population represented 320 head teachers that included 286 head masters and 34 head mistresses of government primary schools within premises of taluka Khairpur. These all head teachers male and head teachers female were playing their roles as the leaders of government primary schools in taluka Khairpur

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Sampling size and technique. Among 260 respondents, there were 250 head masters out of 286 and just 10 head mistresses out of 34 selected with overall 81.25 % of total population of 320 head teachers for getting their responses against each and every question.. The random sampling was used, in which all respondents had equal chances to be asked or investigated randomly..

Data Analysis &Results:

This research covered following four important analyses..

1. Descriptive analysis: It summarized the data as, gender, age, education and skills of respondents.
2. Reliability analysis. It helped to evaluate reliability level of instrument and findings. Cronbach's Alpha (α) statistically gets measured the reliability level of questions or items to be responded.
3. Correlation analysis; It showed the relationship among variables as, employee motivation, organizational performance and transformational leadership

4. Regression analysis: It showed relationship among variables, dependent and independent i.e. employee motivation and organizational performance (dependent variables) and transformational leadership (independent variable)

Data analysis

Software tools:

1. SPSS.
2. ANOVA.

Descriptive Analysis

Frequency Distribution:

Aim of frequency distribution is to get summarized data of 260 respondents as factors which are; gender, age education and skills. Table shows below the detailed frequency distribution and discloses fact that participation of 250 male and 199 masters is at the maximum level. While, most of respondents have age group (25-35 years), their total number is 170. And most of respondents have communication skills, their total number is 200..

Table 01: Frequency distribution

Factor	Category	Frequency(n)	Percentage
Gender	Male	250	96.15%
	Female	10	3.85 %
Age	25-35	170	65.38%
	35-45	20	7.69 %
	45-55	10	3.846 %
	55-60	60	23.07%
Education	Bachelors	57	21.9 %
	Masters	199	76.53 %
	M Phil	4	1.53 %
	PhD	-	-
Skills	Communication	200	76.92 %
	Computer	29	11.15 %
	Professional	31	11.92 %s

Data analysis process

Reliability analysis

Actually the goal was achieved to measure statically reliability level of questions or items within the scale through Cronbach's Alpha (α). As, 0.7 is normal level of reliability to be accepted. Here, the reliability of 15 items or questions within scale is measured .981

Reliability scale

Reliability	
Reliability Statistics	
Cronbach's Alpha	N of Items
.981	15

Correlation analysis;

As here, value of Pearson's Correlation Coefficient (r) was calculated to analyze the correlation relationship among variables such as, employee motivation, organizational performance and transformational leadership at certain level (degree). Coefficient value (r) measures level of relationship among variables. The positive correlation relationship (when one variable increases and other increases, too it means both variables move in same direction) is shown with +1. While, negative correlation relationship (when both variables do not move in same direction as, one variable increases and other decreases) is shown with -1. No relationship is showed with 0. Statistical significance is showed with p-value/ sig. (2-tailed). The correlation relationship may be significant when $p < 0.05$ and correlation relationship may be insignificant when $p > 0.05$. The key statistics such as, Pearson's correlation coefficients (r), significance values (p-values) and sample size (N) may be analyzed below.

Correlations

		Employee motivation	Organizational performance	Transformational Leadership
Employee motivation	Pearson's Correlation	1	.317**	.343**
	Sig. (2-tailed)		.000	.000
	N	260	260	260
Organizational performance	Pearson's Correlation	.317**	1	.352**
	Sig. (2-tailed)	.000		.000
	N	260	260	260
Transformational Leadership	Pearson's Correlation	.343**	.352**	1
	Sig. (2-tailed)	.000	.000	
	N	260	260	260

At the level of 0.01 (2-tailed), ** Correlation is significant.

There is value of $r = 0.317$ which depicts positive correlation between employee motivation and organizational performance because an increased employee motivation is associated with increased organizational performance. Whereas, $p < 0.001 = 0.000$ indicates relationship which is very important in the statistics. The coefficient of $r = 0.343$ indicates that there is an acceptable positive correlation between employee motivation and transformational leadership because organizations with the leadership style transformational are likely to elevate the motivation of employees easily. The $p = 0.001 = 0.000$ indicates that the relationship is so significant. In last, $r = 0.352$ indicates that there is acceptable positive relationship between organizational performance and transformational leadership style since organizations with transformational leadership are likely to increase overall organizational performance easily. The $p < 0.001 = 0.000$ indicates that such a relationship is so statistically significant and the sample size (N) is 260.

Regression analysis

This is a type of statistical test which was done to check relationship among the dependent variables (such as, employee motivation and organizational performance, outcomes/results) and independent variable (such as transformational leadership style, predictor). By getting the help of SPSS and ANOVA software, this regression analysis was performed.

H1.

Leadership style, transformational has significant and positive influence on employee motivation in government primary schools of taluka Khairpur

Actually, R square (Coefficient of Determination) has to show every time the level at which variance is defined by independent variable X in dependent variable Y.

Variables Entered /Removed^a

Model	Variables Entered	Variables Removed	Method
1	TRANSFORMATIONAL LEADERSHIP ^b	.	Enter

a. Dependent Variable: EMPLOYEE MOTIVATION

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.663	.659	.58370866

a. Predictors: (Constant)
TRANSFORMATIONAL
LEADERSHIP

R square =0.663 means 66.3% of employee motivation is defined by transformational leadership.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.610	1	65.610	192.40	.000 ^b
	Residual	33.390	258	.341		
	Total	99.000	259			

a. Dependent Variable: EMPLOYEE MOTIVATION

b. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP

The overall model is tested by F- statistics to know whether it is significant statistically or not. F (1,258) = 192.565, $p < 0.001 = 0.000$ and model is declared significant statistically.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.230E-16	.058		.000	1.000
	TRANSFORMATIONAL LEADERSHIP STYLE	.814	.059	.814	13.877	.000

a. Dependent Variable: EMPLOYEE MOTIVATION

Accordingly, leadership style, transformational exerted a strong, statistically significant and positive influence on motivation employee ($\beta = 0.814$, $p < 0.001$). Put differently, one-unit increase in transformational leadership behaviors (such as articulating an inspiring vision, offering individualized consideration, and encouraging intellectual stimulation) translated into a 0.814-rise in employees' motivational levels.

H.2.

Transformational leadership style has significant and positive influence on organizational performance in government schools of taluka Khairpur

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	TRANSFORMATIONAL LEADERSHIP ^b	.	Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.658	.649	.58370770

a. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP

R square = 0.658 means 65.8% of organizational performance is defined by transformational leadership.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.610	1	64.612	194.61	.000 ^b
	Residual	32.390	258	.332		
	Total	98.000	259			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP

While $F(1, 258) = 194.61$ and $p < 0.001 = 0.000$, so, declared model is significant statistically.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.200E-16	.056		.000	1.000
	TRANSFORMATIONAL LEADERSHIP	.809	.057	.809	13.789	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Consequently, the transformational leadership style exerted a pronounced significant and positive impact on overall organizational performance ($\beta = 0.809$, $p < 0.001$). As, statistically, one-unit increased in transformational leadership behaviors (such as articulating an inspiring vision, well organizing tasks, making intellectual stimulation, and taking essential steps to meet performance with standards of an organization) corresponded to increased units of 0.809 in organizational performance.

Result of hypotheses

Hypotheses	Statements	Accepted	Rejected
H-1	Transformational leadership style has significant and positive influence on employee motivation in government primary schools of taluka Khairpur, Sindh, Pakistan	Yes	-
H-2	Transformational leadership style has significant and positive influence on organizational performance in government primary schools of taluka Khairpur, Sindh, Pakistan	Yes	-

Conclusion.

In the government primary schools of taluka Khairpur, Sindh, Pakistan, only one of the leadership styles that is transformational was studied to learn how this style affects employee motivation and organizational performance in government primary schools of taluka Khairpur, Sindh, Pakistan. This paper found that transformational style of leadership has meaningful and favorable impact on employee motivation and organizational performance in government primary schools of taluka Khairpur, Sindh. Finally, this paper has concluded that employee motivation and organizational performance are dependent on transformational style of leadership. Transformational leadership therefore, plays a very important positive role in organizational performance as well as employee motivation. There was an important need to understand, consider and value what the employees think and require to get them motivated for performing better to achieve organizational goals. Keeping in view, transformational leadership should be focused in a specific manner to enable motivation of employee and performance of an organization within premises of government educational institutions as specific at taluka level in Sindh and Pakistan, In this regard, this present study came up with keynote influence of transformational leadership style on the employee motivation and organizational performance in government primary schools of taluka Khairpur, Sindh, Pakistan and its findings may be so helpful in overall government educational institutions particularly at primary level in Sindh and other provinces of Pakistan.

Limitations;

However, this research has certain limitations as, it is only conducted for government primary schools situated in taluka Khairpur so, the results may not be applied for all other government institutions and no qualitative and mixed methods have space in this research because quantitative method of research is used only over here so, scope, importance and implication of this research .is limited.

Directions for future;

Wider research should be practiced in future to know more significant and complete relationship of transformational leadership style with employee motivation and organizational performance in government primary schools of taluka Khairpur Mir's, and remaining taluka of Sindh and Pakistan. Consequently, researchers should consider quantitative, qualitative or both methods in a bid to provide value added information regarding relationship of transformational leadership style with employee motivation and organizational performance in government primary schools within premises of taluka Khairpur and other taluka of Sindh and Pakistan.

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