

THE ROLE OF LEADERSHIP AND ITS RELATIONSHIP WITH
EMPLOYEE MOTIVATION AND MODERATING ROLE OF
ORGANIZATIONAL CULTURE



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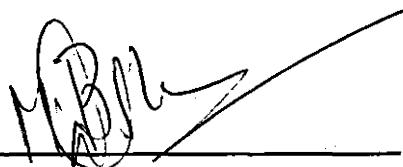
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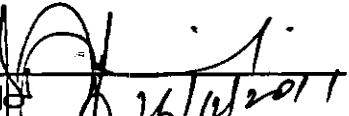
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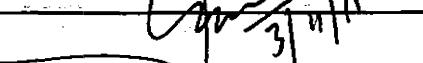


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ROLE OF LEADERSHIP AND ITS RELATIONSHIP
WITH EMPLOYEE MOTIVATION AND

FORWARDING SHEET

This thesis entitled " The Role of Leadership and its Relationship with Employee Motivation and Moderating Role of Organizational Culture" submitted by Nisar Ahmad Bajwa in partial fulfillment of MS degree in Management Science with specialization in Management, has been completed under my supervision. I am satisfied with the quality of students' research work and allow him to submit this thesis for further process as per IIU rules & regulations.

Signature

Name DR. TAHIR MASOOD

Date 23/12/2011
23-12-2011

DEDICATION

This dissertation is dedicated to my friends, coworkers and parents; who gave me unconditional love, encouragement, support and provided me strength, dreams, endurance and determination to move through the final stages of this dissertation. My dream came true due to their constant motivation, progress and sacrifices. During this period, at times I faced certain difficulties to justify the requirements of my job and studies simultaneously and I was about to give up my studies, but, my classmates and teachers give me unconditional support and helped me in preparing my assignments and to fulfill all other requirements. Without their trust and support, this success would have not been possible. I recall back my memory and several faces with whom I served interacted and discussed; their companionship remained with me throughout my career as a source of confidence and strength. I also dedicate my dissertation to all those officers who were transformational by nature and temperament, but failed due to the negative response and weakness of the situation even then they made great sacrifices of their careers for the cause of transformation. Finally yet importantly the great scholars of transformational leadership like Burn, Bass and many others whose writings impressed and made me enable to understand the difference between the amoral and transformational leaders, their names can be seen in the list of references at the end of this dissertation.

ROLE OF LEADERSHIP AND ITS RELATIONSHIP WITH EMPLOYEE MOTIVATION AND MODERATING ROLE OF ORGANIZATIONAL CULTURE

ABSTRACT

The purpose of this research was to study the impact of transformational, transactional and charismatic leadership to motivate the employees working in the public sector organizations in Pakistan. The study also examined the moderating role played by organizational culture. Accordingly, a model was developed to study the impact of different variables.

The study concluded that transactional leadership makes significant positive influence on employee motivation. Material reward, personal reward and management by exceptions are dimensions of Transactional leadership. It also concluded that if there is a better reward in monetary terms like increase in pay and salary, and if leader give special recognition to employee for his/her performance then employees are motivated and willing to work better. Study shows that charismatic leadership also makes significant positive impact on employee motivation. For moderation role of organizational culture means that it can reduce or enhance the relationships of transformational, transactional and charismatic leadership with employee motivation. This study suggests that as transformational leadership has no significant positive impact on employee motivation but for different organizational cultures, this relationship can vary and can be significant for some cultures as well. Survey method was used. The convenient sampling technique was applied to collect data. The respondents were officers and faculty members from the four public sector universities in Islamabad

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DECLARATION

It is hereby declared that this thesis neither as a whole or as a part has been copied from any source. I have completed entire research work on the basis of personal efforts made under the support and guidance of my supervisor. No portion of the work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other University or institute of learning.

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Thank you all and best of luck.

TABLE OF CONTENTS

CHAPTER	<u>Page</u>
I. INTRODUCTION.....	1
1-1 Utilitarian philosophy of leadership.....	1
1-2 Historical Background of Leadership Studies.....	2
1-3 Significance of Study.....	6
1-4 Reasons for Selection of Education Industry.....	7
1-5 Research Objectives.....	8
1-6 Problem Statement.....	8
1-7 Research Question.....	9
1-8 Summary.....	9
II. LITERATURE REVIEW.....	10
2-1 Introduction.....	10
2-2 Leadership researches in 20th century.....	10
2-3 Burn the father of transformational leadership.....	17
2-4 Transformational and charismatic leadership.....	21
2-5 Transactional leadership.....	27
2-6 Leadership challenge.....	28
2-7 Organizational culture.....	31
2-8 Motivation.....	37
2-9 Hypotheses.....	42
2-10 Summary.....	43

III. RESEARCH METHODOLOGY.....	44
3-1 Introduction.....	44
3-2 Pilot study.....	44
3-3 Survey.....	45
3-4 Participants.....	47
3-5 Measures.....	49
3-6 Tools.....	50
3-7 Summary.....	51
IV. RESULTS AND DISCUSSIONS.....	52
4-1 Results.....	52
4-2 Moderating variable (organization culture).....	54
4-3 Summary.....	59
V. CONCLUSION.....	61
5-1 Guide lines for Managers.....	64
5-2 Limitations of research.....	65
5-3 Future research direction.....	66
5-4 Summary.....	66
REFERENCES.....	67
QUESTIONNAIRE.....	78

LIST OF TABLES

TABLES	<u>Page</u>
3.1 Reliability statistics.....	45
3.2 Age * Gender * Experience Cross-tabulation.....	47
3.3 Detail of the items in the Questionnaire	50
4.1 Descriptive Statistics	52
4.2 Multiple Regression Analysis	53
4.3 Statistical Summary of Theoretical Framework	54
4.4 Stepwise Regression Analysis: Transactional Leadership and Employee Motivation	55
4.5 Stepwise Regression Analysis: Transformational Leadership and Employee Motivation	56
4.6 Stepwise Regression Analysis: Charismatic Leadership and Employee Motivation	57

LIST OF FIGURES

FIGURES	<u>Page</u>
2.1 Military medals awarded for heroism are the combined result of personal characteristics and situational circumstances.....	25
2.2 Schematic Diagram of Theoretical framework	42
3.1 Gender wise Distribution of the Respondents	48
3.2 Experience wise Distribution of the Respondents	48
3.3 Age wise Distribution of the Respondents	49
4.1 Graphical Representation of Results.....	58

Chapter-I

INTRODUCTION

Motivation studies have been of human interest since the dawn of this civilization on this earth. In the Trojan War, Homer described in his cantos about the Trojan soldiers as “they are not lazy, they have no incentives”. “Historically, this conception of motivation had its origins in the ancient Greek principle of hedonism, which assumes that behavior is directed toward pleasure and away from pain. The individual will choose from alternative courses of action that behavior that he thinks will maximize his pleasure or minimize his pain.”

1-1 UTILITARIAN PHILOSOPHY OF LEADERSHIP:

The leadership is instinctive for human being as social animals. The honeybees, termites etc live organized life under very strong leadership to whom they instinctively select and follow. The ancient principle was resurrected in the nineteenth century, utilitarian philosophy developed by Bentham and Mill, and it appeared in the works of the early psychologists” (Reinhardt and Wahaba, 1975).

The organizational motivation is a new phenomenon of interest and various renowned scholars have expressed their views on this topic. ‘When considering the topic of worker motivation, one is initially overwhelmed by the abundance of different theories and approaches that are present in the organizational literature. However, the major theories of worker motivation (both mechanistic and cognitive) have largely ignored a fundamental issue concerning the origins of worker behavior (Sussmann and Vecchio, 1982). Motivation level of the employees of the organization has been strongly influenced by the Organizational culture. When the relationship of organization gets weaker with its employees, the motivation level of the employees gets down and the turnover rate increases. Indeed people are likely to job hope to

obtain better monetary rewards and career development opportunities. The traditional approaches that rely heavily on competitive monetary rewards often have limited success in staff retention and job motivation in the long run (Chew, 2005). Such approaches make difficult to prepare a generalized motivation inventory applicable on all sorts of circumstances. In these paradoxical and complex conditions where life in itself is a curse becomes difficult to draw a line between the motivating and de-motivating factors. In the contemporary research, different types of motivation have been considered by the research scholars to study its impact on organizational commitment and performance.

1-2 HISTORICAL BACKGROUND OF LEADERSHIP STUDIES:

More than two million years ago hunters gather around people sometime women who were expert in hunting and could communicate with super natural forces played the leading role. Later on, it became hereditary and attached with special relationship with gods and spirits. When societies turned into states, Confucius observed laws of order between leaders and subordinates.

— Plato mentioned an ideal republic with philosopher Kings (Goethals, Sorenson and Burn, 2004).

Scholars interest in the leadership is date back to the Greek era (who has served the country more has serve me more, Iliad Homer). History has trend to use the word Great with Historic leaders such as ‘Alexandra the Great’ “Darues the Great” “Ganges the Great” and “Akber the Great” etc. All were in one way or the other, transformational leaders.

Historically leadership was limited to the study of ruling personalities and leaders in wars only. It was the study of political elite’s military commanders and some rich aristocrats. The scientific study of the leadership developed primarily in the US and with scholarly interest in the beginning of the 20th century. After the industrial revolution and in the era since 1900 leadership studies have entered into more specialized and scientific arena both in Europe and in United

States. Later on, the subject was on its peaks during the economic collapse of 1930s and the subject entered into the studies of group and democratic process (Simmons, 1996).

Motivation of the employees has been studied a lot by various scholars. The heavy literature on motivation is complex, ambiguous and difficult to conclude, it focuses on ways and means to increase activation, direction and maintenance of behavior of the employees, for superior performance in an organization. The recent trends in organizational research has largely abandoned the concept of motivation and has replaced this broad concept with more specific measures of employees behavior such as task performance and organizational citizenship behavior (Maureen and Carol, 1999). The traditional approach of folk wisdom still works, human being are not machines and human “will” still consider the ultimate weapon, unlike animals, he has wisdom to exercise his choice to be happy, loyal, or on the other way round to be depressed based on his physiology and face the harsh realities of life and he will have to remain productive and motivated or the society even the organization will abandon him.. Maslow's hierarchy of needs, human instinct to avoid pain and follow pleasure, survival for the fittest, historical dialectical materialism, all literature revolve around to extract maximum from the human body. Perhaps the most significant role that a leader can play is to keep people motivated even in the cruelest conditions. Winston Churchill motivated the people of British Empire, by stating the words, “what I can give you is tears sweat and blood” but we will have to fight. In the same way, Mustafa Kamal Pasha stated in his order of the day to the Turkish soldiers “I do not order you to attack, I order you to die”. This produced a significant impact on his army.

The importance of the role played by key job dimensions and leadership behavior in motivating salesperson work performance has been recognized in sales force management (Henry, 1975; Teas, 1981; Walker, Churchill, and Ford, 1977). Like monetary incentives, job

dimensions and leadership behavior can be carefully adjusted to produce a strong impact on salesperson work motivation. In order to use job dimensions and leadership characteristics as effective tools to improve sales performance, it is important to examine the precise nature of their roles in influencing the intrinsic versus extrinsic motivation of salespersons. It would also be useful to examine, on a relative basis, which characteristics may act as more effective motivators in a sales job situation (Tyagi, 1985). “the regular annual or more frequent formalized discussions, between managers and employees on performance, targets and progress achieved have positive effects on motivation” (Rioja, 2002). Many other conditions are also considered equally important for motivation and its impact on performance. There is critical knowledge available about the level of influence on performance including motivation. This is more difficult than one might imagine, because the multi-dimensional nature of impact of leadership on performance is difficult to describe. *“The ideas expressed in research of leadership not only reflect objective conditions they also constitute them. If strong leadership receives a lot of attention in theory and research then it acquires a certain importance in social practice. Both leadership and non-leadership come to believe that leadership is vital to operations and will have its impact accordingly. Leadership becomes a regular ideal for social relations in many contexts. Of course there are sorts of different strands in leadership research and much of the research has hardly any practical consequence, but it is worth remembering that the mere interesting the phenomenon of leadership may mean strengthening and legitimizing asymmetrical social relations. The predominance of the leadership and management perspective in business administration research may actually represent an adaptation to certain forms of institutionalized power, thus giving it an ideological alibi”* (Alvesson and Skoldberg, 2000). The prominent traits of leadership that are considered by the scholars of organizational and

human resource development research are transformational, transactional and charismatic leadership). Scholars also connect the characteristics of charismatic leadership with both transformational and transactional leadership rather than as an independent quality. All of the mentioned characteristics increase Motivation level of the employees to achieve the desired results. Leadership motivates employees in such a way that they not only sacrifice their physical need but also offer peak performance against all odds even when they are not monitored.

*“Nevertheless it was probably Vietnam “body count” approach of evaluating a process of battle that gave rise to McNamara’s Fallacy (handy 1994 - 221), the first step to measure is to measure what can be easily measured, this is ok as far as it goes. The step is to disregard yet which cannot be easily measured or to give it to an arbitrary quantities value. This atrabilious and misleading, the third step is to presume that what cannot be measured easily is not important, this is blindness, the fourth step is to say that what cannot be easily measured really does not exist, this is suicide” (McNamara Fallacy in Vietnam War 1962). (Handy, *The Empty Raincoat*, page 219.)**

Leaders are expected to be creative, innovative, and brave and when come across unprecedeted and novel situation there may not be any correct and right answer readily available. There may also be an inner urge for innovative solutions to old problems based on new initiatives. In other words, instead of moving forward and upward in systematic logical steps, leader can indulge in exploring sidelines or lateral avenues. He should maximize the options to have open mind look all the possibilities offered by the situation (Rashid, 1997).

*The McNamara fallacy refers to Robert McNamara, the United States Secretary of Defense from 1961 to 1968, and his belief as to what led the United States to defeat in the Vietnam War. It refers to the quantifying of success in the war (e.g. in terms of enemy body count) while ignoring other variables.

1-3 SIGNIFICANCE OF STUDY

The society which we are living nowadays is very complex and highly institutionalized. Almost every aspect in the life is being looked after by some institution. The natural dependency of family and tribe has been shifted on society such as governmental and non-governmental institutions. The universities are the source of knowledge, wisdom and expert academic opinion for leading the society towards better living. Although primary, high and secondary education is also equally important yet university education and research has dominated almost all aspects of human life including industrial technological innovations, good governance, enforcement of democratic values, law and order, security and general welfare of the population. The leaders, the universities are the driving force to fill the gap between the knowledge and the existing realities in society. Accordingly, they build departments, introduced new disciplines and approved curriculums and its contents. To meet all these requirements, university leaders are expected to keep their employees motivated particularly the officers and the faculty members as they are the basic force to achieve the university aims and objectives. The western universities have stolen the march upon the rest of the universities of the world. It is said when Harvard speaks, the country listens. The Harvard have been playing a leading role to build the public opinion and their academia guide to the practitioners in every work of life including military, politics, finance, and science and technology. In Pakistan all sorts of policies including finance, defense, internal and external policies are still being formulated, implemented by the senior bureaucrats and the university academia has least role to play. This is the reason that there is a gap between the vision and reality, which is increasing day by day. It is not the fault of bureaucrats that they do not pay attention on the academic opinion rather it seems to be that there is criminal silence in

the academia to provide applied academic solutions for the problems society is facing nowadays.

All depends upon the bureaucratic skills.

1-4 REASONS FOR SELECTION OF EDUCATION INDUSTRY:

Education is one of the few variables that produce change in any society independently; the leadership like all other sections of human activities plays a significant role to influence the educational institutions as well. From hiring of the competent faculty to retaining the faculty and developing its own faculty according to the requirements of the institute is the greatest challenge for the leadership of any educational institution. The leadership also keeps itself abreast with the changing nature of society and provides opportunity to produce the competent and qualified people according to the requirements of the society, so that they could contribute for the development of the socioeconomic conditions of the people. The educational leadership also keeps in mind that their knowledge imparted to the younger generations is linked with socio-cultural values as well as is close to the realities of the working world. The people working in the educational institutions are usually very sensitive and highly qualified; because of their superiority in knowledge about their subject and its effect in society particularly like society in Pakistan depress them and de-motivate them as they see the difficulties of future due non-application of the latest knowledge in different fields of society. They express their depressions in different ways some time not teaching properly as they feel there is no use of it and sometime leave the educational institutions for other jobs in civil service or in private sector some time they go abroad and become the cause of brain drain. In such conditions, it is very difficult for the university leadership to keep the faculty intact and motivated to serve in the educational industry. However, salaries and incentives have been increased yet in Pakistan people serving in the universities and other educational institutions still feel as doing some inferior job. This was the

reason of selection of educational industry for studying the important role of leadership to motivate the employees serving in the officer grade and in the faculty.

1-5 RESEARCH OBJECTIVES:

The Objectives of this research are to:

- 1) Study the impact of Transformational/Transactional/Charismatic leadership to improve the motivation among the employees of the public sector organization.
- 2) Study the moderating role of organizational culture to improve the motivation among the employees of the public sector organizations.

1-6 PROBLEM STATEMENT:

Human Resource Management experts believe in the improvement of human capital in the organization for better performance. They often see different dimensions of the reasons of better human performance. Improvement in their skills better environment, reasonable salaries, attachment with their organization, are the salient features of interests of human resource managers, above all motivation is considered significant which contribute towards the better performance of the workers. There are several factors, which improve the motivation, salary, training, promotion, organizational culture, environment, and leadership qualities of the supervisors and managers. The main focus of this research is to study the impact of different types of leadership (Transformational/Transactional/ Charismatic) on motivation in the organizational culture in the public sector organizations.

1-7 RESEARCH QUESTIONS:

1. Does Transactional leadership make significant positive impact on Employee motivation?
2. Does Organizational Culture Moderate relationship between Transactional Leadership and Employee Motivation?
3. Does Transformational leadership make significant positive impact on Employee motivation?
4. Does Organizational Culture Moderate relationship between Transformational Leadership and Employee Motivation?
5. Does Charismatic leadership make significant positive impact on Employee motivation?
6. Does Organizational Culture Moderate relationship between Charismatic Leadership and Employee Motivation?

1-8 SUMMARY:

This chapter is an introduction to the research topic by describing the background of the study. The problem statement has been briefly discussed, followed by a discussion of the need for the study and selection of the educational industry. The purpose of the study is to discuss how different types of Leadership affects employees' motivation and how organizational culture play a moderating role and put its limitations on the freedom of action of leadership. To examine these relationships empirically, a theoretical framework has been adapted from the literature which links interpersonal working relationships, attitudes, and behavior in relation to organizational culture. The six research questions were developed to address the relationships among the constructs. This chapter also discusses the theoretical significance of the study.

Chapter-II

LITERATURE REVIEW

2-1 INTRODUCTION:

Research indicates that pattern of leadership behavior in small groups were not transferable to large groups or organizations. In the 1940 and 50, trait theory dominated the leadership behavior and it was established that leadership traits are universal and common to all leaders. The trait theories suggest that leaders are born and not made and good leader has a set of specific characteristics. In a study some measures of team citizenship behavior like altruism, civic virtue, and conscientiousness, courtesy, teamwork, and team mindedness have been recognized by scholars of organizational behavior. The scholars of organizational research have already pointed out the importance of organizational citizen behavior and the next step to see in the same analogy in the team citizenship behavior. As the leadership has significant impact on its performance in the small groups. Such studies have been carried and had marginal and aggregate internal reliabilities (Pearce and Herbik, 2004).

2-2 LEADERSHIP RESEARCHES IN 20TH CENTURY:

The 20th century had witnessed the unprecedented and dramatic changes in every field. The researchers had also discovered the studies that inform us about the individual lives but very little is known about the importance of those lives and the “contextual and psychological forces” which shape and provide psychological influence affecting those leaders and at the followers. At the same time “rational or irrational feelings of the masses” as the ideas and values on leaders and on the other hand validation and invalidation of those who received ideas (Goethal et al, 2004). Leadership is a very old concept and remained in consideration for more than thousand years or much more than that. But the scientific investigation has been started in previous two

centuries. A large number of definitions of leadership have been developed by different scholars. Nelson (2000) suggested leadership as the role of influencing behaviors of employees, worker or followers. This influence normally works in downward directions where leader is in position to play an influential role on its follower (Pearce and Conger, 2003). This mosaic of influence consists on several aspects. Bass (1990) identified several traits and components of leadership process i.e. role of influence, relation of influence with power and execution of tasks, organizational environmental factors, personal traits of leaders, leader-follower interaction and goal accomplishment. Studies on leadership can be broadly classified into four segments based on its nature and directions.

- a) First category of theories focused on leadership traits
- b) Second set of theories focused on the types and nature of relationship between leader and c
- c) Third classification is based on situational factors
- d) Final category of researchers reported roles of different components involved in leadership process i.e. power, influence, inspiration etc (Yukl, 1989).

All of these categories have their own importance and significance; none of the approaches produces same consequences every time (Bass, 1990). Leadership involved behavioral interaction for persuasion of goals and tasks through, even without have formal authority or power, influence, coordination and direction.

In the 1960, scholars became interested to study the behavior and activities of leaders and leader can be made, rather than born. It was a step forward in favor of the common man who can learn the capability without any inheritance. In the 1960 and 70s contingency and situational theories established that leaders project behavior according to the requirements of the situation.

Researchers have failed so far to produce a definite compendium matching behavior applicable on different situations. In the 1980s, companies started looking for leadership, simply doing the right things to achieve excellence. The researches to tell the inventory of characteristics for selection of CEO i.e. traits, behavior, patterns, group facilitation strategies and culture shaping practices for the world are leaders' transformational leaderships. Scholars are still not in a position to agree upon a single definition of transformational leadership. It is continuously evolving concept and varies from situation to situation and person to person. Scholars have covered numerous variables to understand its effects on human activities. Its two aspects are very important and are studied together. One is theoretical and the other is applied. Theoretical is a body of knowledge provide basic to in-depth knowledge and its implications, particularly moral and ethics. The applied aspect interpreted the theory and study, its effects for the practitioners. The term transformational leadership was first coined by J.V. Dowenton in Rebel leadership; and role of commitment and Charisma in a Revolutionary process in 1973 (Covey et al, 2005).

In opinion of some theorists who believe that leadership is not different then social influence process taking place among members of the group. It is a strong controversy involves the issue of leadership as a unique phenomenon. The other view is that different groups have a role specialization that include specialized leadership role. This view state that there is usually one person who has relatively much stronger influence than other members and those who carry out some leadership functions that cannot be shared without jeopardizing the achievement of groups mission. The research has discussed in detail the situational theories and different approaches of leadership (Yukl, 1989). The similar paradoxical views have been expressed by scholars who state that powerful external forces bring the changes in the organizational setup (Aldrich, 1979)

The first great scholar who developed the model of leaderships Max Weber, born in 1864 and died in 1920, he developed a leadership model in which he combined several qualities in one individual to become a leader like charismatic, bureaucratic and traditional components of authority and leadership. Max Weber describes the characteristics of leadership theory and discusses three types of leaders bureaucratic, charismatic and traditional. In his opinion charismatic leaders were transformational leaders. Such leaders are decisive in their performance and own heroic qualities (Roth and Wittich, 1978). According to his model of leadership, there are following characteristics:

- (a) Characteristic leader is an individual, who outperform from ordinary people and make him superior from his followers (Hero worship).
- (b) Bureaucratic leadership he considers keeps its control on the basis of his knowledge and has some legal hierarchical power.
- (c) In his model of traditional (Feudal or King) exercise power bound to loyalty, favoritism and politics.

This above triadic model of Max Weber consistently improved by the later scholars i.e. Burn, Bass and then House. They just give passing reference to the Charisma aspect of Weber theory of leadership (Boje, 2000).

Weber described the gradual transition the gradual development between these types of leadership. He emphasize on the role of bureaucracy and its functions as leadership institution. An empire based capitalistic resource can be raised with loyal and devoted followers by vision and mission of charismatic leadership. It makes some hierarchical system, where charismatic

leader sits on the top. Bureaucratic leadership put constraints on his exercise of authority and leadership. As the bureaucracy shift to stone, it becomes increasingly feudalistic, based on precedent ritual and tradition. Then people search for charismatic leader to transform the feudal situation into a charismatic mission. Then again central authority decentralizes of authority and delegate to professionals. Such charismatic transformation and traditional authority becomes as bureaucracy and turns feudal and the endless cycle continues till the present moment. Church, Military Court, State Corporation and University continue on the example of this endless cycle presented by Weber (Roth and Wittch, et al.1978,).

There is another study that has connected the role of leadership with organizational performance and the contribution of the external forces. The study has broader concept and state that leadership is direct instrumental force shaping organizational outcomes, it also gives the significant importance to the external factors that contribute for the success of leadership in an organization (Meinde, 1987). It is interesting to note that external control models first appeared at the same time other organizational researchers operating within a narrow frame of reference, begin expressing serious doubts about the concept of leadership itself and its significance as a relevant informative topic (Mc Call & Lombardo, 1978)

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Transformational leadership qualities motivates employee emotionally that they can perform their duties for comradeship and sacrifice beyond the physical needs (Bass, 1985). Bass (1985) mentioned unique roles of transformational leader, influence philosophy, intercommunication skills and better personality characteristics. The transformational leader shows friendly attitude for their subordinates and remains considerate leader while giving them directions. They utilize their power, experience and knowledge through friendly discussion and interaction, support advice and recognition and, finally, through transparent and favoring integration behaviors. This responsive, social and pleasant attitude towards followers, besides having all relevant coercive powers and authority, facilitates and encourages them to impart their

needs and ideas with leader and to develop their skill, knowledge, expertise in an open and relaxed environment. The interactive and supportive attitudes of transformational leaders help them to engage their followers in persuasion of their goal and motivate them enough that they may show discretionary behaviors (Bass, 1985).

Transformational leaders raise the level of followers' awareness and needs by shifting their attention beyond the self-interest to group or organizational interests (Bass, 1985). They further influence and motivate them and develop their interest to work with more devotion and efforts. Bass (1985) reported four theories of transformational leadership

- a) Transformational leaders motivate employees and reconstruct their cognitive map to change the situation through intellectual stimulation (Kreitner and Kinicki, 2004). This includes better communication, clear vision, innovative ideas and better strategy which makes the followers ambitious to have all necessary skills, abilities and stamina and ability to sacrifice required to achieve objectives (Bass, 1985). As a result, employees perform all their level of functions beyond the normal capacity and the whole system is charged their some demotivated workers also reset their values and beliefs on their own abilities. They change the level of efforts through better planning, better education and better sense of responsibility. (Kreitner and Kinicki, 2004).
- b) The individual considerations from the top leadership create the innovative and leadership qualities among the subordinates and everybody become a leader of his own unique style in the hierarchy (Bass, 1985). Such leaders are mostly particularly more successful in political and nongovernmental organizations. In this way, leaders directly communicate with their coworkers and subordinate leaders and they develop in them the traits of transformational leaders and they further guide, direct the operations in the

organization through which they achieve the level of peak performance from their teams (Bass, 1985; Bass and Avolio, 1997). The individualized considerations make everyone in the organization important and everyone feels importance and pride on the leadership and become ready to perform beyond the call of duty and challenge the status quo to change it (Hegstad and Wentling, 2005; Kreitner and Kinicki, 2004).

- c) Yet the emotional benefit, they energies of the followers, the leaders inculcate in them the sense of responsibility in such a way that they feel that these ideas are their own and not only of the leaders. This sense of importance makes them more motivated than the normal (Avolio and Kahai, 1998). There is another benefit of this process which transformational leaders yet consciously or unconsciously the intergroup clash is minimized and positive competition among the groups become a source of strength of the organization (Kreitner and Kinicki, 2004).
- d) In case of Charismatic leadership, the leader appears as role model to the subordinates and inspirational traits are inherited (Bass, 1985). These traits make the leader able to show loyalty and enthusiasm with the employees in such a way that employees follow the leader (Rowold and Heinitz, 2007). This approach has a very strong applied aspect for motivation and creating a sense of high achievement among the workers, which is the ultimate objective of the leadership that the workers should have the better quality of work, coordination and achievement (Ngodo, 2008).

2-3 BURN THE FATHER OF TRANSFORMATIONAL LEADERSHIP:

According to Burn (1978) first introduced the concept of transformational leadership, in his book Leadership, during his study of political leadership, but this term is now used more frequently in organizational psychology as well. Like all these scholars of management series

Burn was also impressed by Maslow's theory of hierarchy of basic Human Needs. To fulfill these needs people perform effectively in their organizations. Transformational leadership is transcendent from the physical needs and focus on self-esteem and self-actualization. People are so motivated that they move to some meaningful activities and try to perform to the best of their intellect and energies. Burn was one of the few scholars who identified the transformational leadership being not only bring change in the environment but also change the people for superior action towards achievement of objectives of positive change. Burn studied the historical, social, economic and political context of the stories of the great leaders to develop some categories like transactional and transformational leadership. Burn rejected the idea of unachievable and Nietzsche's theories of power as being amoral. Burn emphasis moral leaders, those move without "WILL TO POWER" (Burn, 1978).

Another famous scholar of this field is Bernard Bass, who happens to be the disciple of Burn. Bass defines transformational leadership in terms of how the leader affects followers, who are intended to trust, admire, and respect the transformational leadership. Bass also stressed on higher order values. Bass differentiate between the moral and amoral leadership and has pointed out the morality and ethical component of transformational leadership (Boje et al, 2000). Bass and Burn have reasons, difference of opinion and Bass criticized Burn on these points:-

- (a) Burn did not pay attention the portfolio of followers needs and wants;
- (b) Burn restricted transformational leadership to moral ends; and
- (c) Burn set up a single continuous running transactional to transformational leaders.

Burn gave importance to transformational leaders and in his opinion; there are four types of transformational leaders. Intellectual leaders; transform organization through clear vision. Reform leaders: change society through single moral issue. Revolutionary leaders: bring massive

changes in society. Charismatic leaders: use personality charm on followers to change his society. Burn describe honesty, responsibility, fairness, honoring ones commitments as values of transactional leader and liberty, justice equality and collective well being of transformational leader (Boje et al, 2000).

The transactional and transformational leadership theories have been critically analyzed by Kuhnert and Lewis (1987). They have been clarified, extended and explained that how individual difference in leaders lead to either transactional or transformational leadership styles. They proposed a model base on three stages of development of transformational leadership. In this process, the followers are highly motivated and perform beyond the average strength to achieve the higher goals (Kuhnert and Lewis 1987).

Stage	Subject (Organizing Process)	Object (Content of Experience)
2 Imperial (Low-order Transactional)	Personal goals And agenda	Perceptions, Immediate needs, Feelings
3 Interpersonal (Higher-order Transactional)	Interpersonal connections, mutual obligations	Personal goals and agenda
4 Institutional (Transformational)	Personal Standards and value System	Interpersonal connections, mutual obligations

Note: When individuals progress from one stage to the next, what was formerly subject becomes the object of a new organizing process.

Stage numbers and names are taken directly from Kegan (1982).

Source: Kuhnert and Lewis 1987.

Leadership is as much emotional and subjective as rational and objective in effect. Leaders are different people they are persuasive, understand the strength of weakness and the potency of principle, supreme virtue of patience, good will and above all spirituality. We need to appreciate what the non-qualitative scholars in psychohistory sociology and political science have to say about charisma and transformational leadership (Wolpert, 1990).

Although leadership has been of human interest since the time immemorial, yet Bernie Bass became the driving forces who influence the scholars and social scientists to focus on its different dimension and aspects. He brought substantial findings and consolidated the previously conceptualized work. He brought the subject very close to the realities of working of leadership in action in the actual world situation and actual life situation.

Burn and later scholars forward the study in four key ways. One was its inter disciplinary approach, second was leadership in relation to people and motivation, third approach included normative definition of good leadership beyond effectiveness and also include a moral aspect of values such as justice, equality and liberty, fourth makes distinction between transformational transactional leaderships. Understanding one's own conceptual schemes and integrating other's views into one's own conceptual schemes (Lincoln, 1981). Behavior model of leadership described four types of leadership behavior:

1. Aversive leadership behavior primarily rely on coercive power (French and Raven) and believe in punishment, like issuing warnings intimidation but yield negative impact on individuals and get no significant performance.

2. Directive leadership: it has been derived from the theory X which give importance to directions to the subordinates. They issue orders and command as well as provide goals.
3. Transactional Leadership has been studied with the characteristics of reinforcement, attractiveness of expected outcomes, valence relationship between outcome and behavior and expectations of leaders.
4. Transformational leadership is fourth part of the behavioral; model which carries all idealistic characteristic of leadership. This type of behavior model consider the concept of empowering leadership which developed a skill lead independently the small groups and give importance to self management (Boje et al, 2000)

2-4 TRANSFORMATIONAL AND CHARISMATIC LEADERSHIP:

Scholars closely associate the "characteristics "of transformation and charismatic leadership; transformational leadership have superior role as well as capacity to contribute because of its superior vision and selfless sacrifice, compare with the charismatic leadership which is more of the personality trait of the individual have the opportunity to lead a situation for some important social issue. Researchers also focus their attention on the importance of charismatic leadership to bring social change and eroticization vision of charismatic leadership and its movement. Bass did mention the different aspects of charismatic personality of the leader, his motives, and mission and personality characteristics (Sternberg and Vroom, 2002).

As change is constant and nothing stays the same modern organizations requires major structural and operational changes in order to incorporate technological and system innovations into their system. Some organizations are radical others are slow. They face difficulties in

selection of leadership. They consider it as a vehicle of change for the whole organization. While the leaders fail to produce the desired results remain stuck in the situation (Peffer; 1977).

The charisma aspects of leadership personality play a decisive role to bring such changes to broad aspects of charismatic leadership are important for research and theory, which are focused by the scholars. One is sociological aspect that linked to social situations that produce the charismatic leadership. The second aspect is more recent is a psychological and emerged from organizational behavior studies and mostly referred as new charismatic leadership paradigm. This approach concentrate individual characteristic in the behavior of charismatic leaders how we create urge in followers to move towards the direction desired under those social conditions. The scholars however mention the strong and weak situations where charismatic leaders operate. The strong situations have values, norms, procedures, rules etc while in the absence of norms values and rules charismatic leader enjoy more freedom of action and strongly and deeply influence the followers to act according to the standard achieve the objective decided by the charismatic leaders (House and Howell, 1992).

Psychological theories deal with the personality aspect of the leader and ignore social conditions while sociological course study on the social conditions. The complexity increases with the powerful influences of external forces in shaping organizational and process (Meindl, Ehrlich, 1987).

In the situation where traditional leadership fails, transactional and calculated decisions based on experience are not possible: like situations where threat has been realized to important values, no clear directions to initiate action, there is instability and exceptional efforts are required (out of box solution). Such weak social situations are supporting for the charismatic leadership where followers easily accept the direction of the leaders, who takes risk and bring the

situation back to normal. Some time collective wisdom work and leadership is shared among the team or in-group for better performance (Carson and Tesluk and Marrone, 2007).

As favorable social conditions are the essential requirements of the appearance of the charismatic leadership, there are certain essential ingredients which are pre-requisite in the personality of charismatic leader, there are abilities to articulate of a vision based on some strong and acceptable ideology, communication of that ideology to the followers along with the accepted and challenging action from the followers from trust and confidence in the followers, brave and courageous break extra ordinary risks to achieve the mission setting up of a personal example deep clarity of the mission to accomplish his mission and his readiness to sacrifice with personal interests and role models for the followers. Although leaders cannot produced on demand yet situation provide opportunity to the leader to exercise his intellect and energy only if people follow the instructions of the leader. About the pre Islamic Arabia Hitti (2002), an Arabian historian writes about the situation: "on the organized national life developed in the early South Arabia was now utterly disrupted. Anarchy prevailed in the political realm as it did in the religious. The stage was set; the moment was psychological, for the rise of a great religious and national leader (Hitti, 2002)

Another study described follower centric perspective of leadership performance, the followers romanticizes the attributes of the leader and associate some time supernatural characteristics to accomplish the mission any way (Meindl et al, 1987)

In another study, leadership has explored the idea that effective leaders project complex paradoxical and contradictory behaviors than the ineffective leaders. The study has evaluated several leadership roles in different circumstances. It provides theoretical understanding of the paradoxes of leadership and introduced the concept of behavioral complexity to understand

leader behavior and integrate theoretical findings in the leadership literature (Denison, Hooijberg, Quinn, 1995).

Almost every scholar of leadership studies have embraced the model of Bass and followed for further study to investigated its impact in different situations. A study in 2004 proposed five more focused sub-dimensions of transformational leadership including vision, inspirational communication, intellectual stimulation supportive leadership, and personnel recognition. This has brought the closeness of these attributes with the five sub-dimensions of transformational leadership (Rafferty, Griffin, 2004).

“Transformational leadership refers to the leader moving the follower beyond immediate self-interest through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration it elevates the followers level of maturity and ideals as well as concerns for achievements, self actualization, and the well being of others, the organization, and society. Idealized influence and inspirational leadership are displayed when the leader envisions a desirable future, articulates how it can be reached, sets an example to be followed, set high standards of performance, and shows determination and confidence. Followers want to identify with such leadership. Intellectual stimulation is displayed when the leader helps followers to become more innovative and creative. Individualized consideration is displayed when leaders pay attention to the development needs of followers and support and coach the development of their followers. The leaders delegate assignments as opportunities for growth” (Bass, 1999).

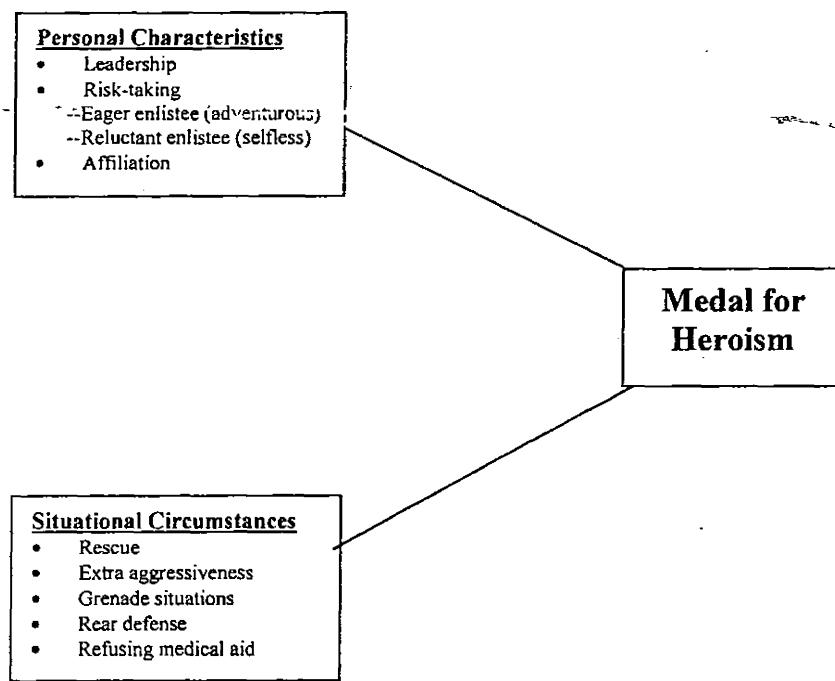
There special characteristics have described by writers about the behavior of charismatic leadership. These characteristics include confidence and trust in the leaders beliefs, affection of the leader, willing obedience to the leader emulation of recognition with the leader and similarity of the followers beliefs to those of leader, passionate involvement of followers in the mission

high goals of the followers and emotions on the part of followers that they are capable to complete the mission under the guidance of the leader. The study has detailed description of difference between charismatic and non-charismatic leadership (Conger and Kanungo, 1987).

US studied of the heroes of the Second World War and found a deep relationship between the heroism and transformational leadership. They developed the following models of its results:

Figure 2.1: Military medals awarded for heroism are the combined result of personal characteristics and situational circumstances.

MODEL:



Source: Kuhnert and Lewis 1987.

From heroism, the next stage of leadership is only in those posses the characteristic of heroism.

	Eager Heroes	Reluctant Heroes
General Characteristics	Self-disciplined Resourceful Self-confident Adventurous Flexible Risk-Taker	Works well with others Makes friends easily Sociable Less self-centered Less self-confident Respectful of authority
Potentially identifying Characteristics in High School Seniors	High School leader High energy Athlete Not necessarily	Belongs to many organizations (a "joiner") Modest athlete (non-superstar) Popular but possibly quiet
Potentially Identifying Characteristics in Basic Training	Competitive and highly involved Applies self physically Frequent volunteer Intelligent risk taker Possibly a grand stander	Efficient No discipline problems Concerned for squad mates welfare Thinks in terms of team first Performs well but doesn't seek credit

Profiles of potential eager and reluctant heroes in recruitment and training

Source: Kuhnert and Lewis 1987.

The study has defined the Transformational Leadership for operational purpose in the following words, the transformational leadership influences others to strive for higher level of potential as well as higher level of moral and ethical standards; transactional leadership defined as the leadership that evokes compliance contingent upon rewards (Wansink, Payne, Ittersum, 2008).

2-5 TRANSACTIONAL LEADERSHIP:

Leaders in markets, trade unions, suppliers, subcontractors, investors, legislatures and even activists all are categories of transactional leadership.⁷ Intellectuals, reformers, revolutionaries and heroic (charismatic) are all considered transformational leaders. Bass discuss the difference between the transformational and transactional leader in some detail, to him transformational leader is hierarchically superior to transactional leadership. Transformational leader concentrate more on transcendental interests while transactional leader appeals to some lower order needs. There various complex diagrams in these topics, mostly based on y and x theories and on Maslow's hierarchy of needs. Transactional organizations never easily accept the change required by internal and external change (Kotter and Heskett, 1992).

There is another study which state that "transactional is a leadership pattern of leadership prevalent in most organizations and organizational situations because it contains a basic mechanism of exchange relations which becomes possible when there is no outstanding sense of impending threat or anxiety" (Popper and Zakkai, 1994).

The full range of leadership as measured by multi factor leadership questionnaire (MLQ) implies that every leader displace a frequency of both the transactional and transformational factors but each leader profile involves more of one and less of the other. Those leaders who are more satisfying to their followers and who are more effective as leaders are more transformational and less transactional (Hartog, Muijen and Koopman, 1997). Bass (1985) has the opinion that "women are more transformational than their male counterparts" (Bass, 1985)

2-6 LEADERSHIP CHALLENGE:

There are leaders required in every field. People are starving for the scarcity of leadership. The traditional management is leadership has been challenged. *"It is about how leaders get extraordinary things done in organizations. It is about the practices leaders used to turn challenging opportunities into remarkable success. There is no shortage of challenging opportunities to radically alter world in which we live and work"* (Kouzes and Posner, 1995) One study criticizes the conventional power structure and role of leadership. If something has been carried out in a certain way, there are eighty percent chances of better ways to achieve the same objectives (Cox, 1992). The study stress upon deep philosophy of set of leadership, characteristics such as: corporate, vide recognition, cultural values – values such as trust, confidence, service, training and set of individual personal values: responsibility, punctuality, honesty, humanity, austerity, patience, service and the search for personal quality wisdom and ability to set of information's to draw a direction to forward the organizational objectives. The fundamental characteristics of exemplary leadership have been described by Kouzes, Barry and Posner (1995) in their book in the following words: *The dynamic practice of leaders, they perform in extra ordinary way. They challenge the process provide the shared vision motivate others to act and set personal example model the way and motivate. They command from the heart not from the head.*

There is another study available which have mentioned that whenever the leaders challenge the rigid situation, they initially face difficulties but later on followers change their opinion and support the leader because of their involvement in the process they trust (Hartog, 2003). Inspiration and intellectual excitement improve the level of confidence and trust in their employees (Ngodo, 2008).

Transformational leaders expect from their employees to participate in planning and take risk by adopting new methods to accomplish the tasks and guide them to work with a team spirit to achieve the organizational objectives that reflect their strong commitment (Walumbwa and Lawler, 2003).

Managers who express emotional intelligence act similarly to suppress corrective avoidant style then their sub-ordinate exhibit a promotion focus. Moreover, managers to demonstrate understanding the emotions of the other employees avoid this style when their employee appeared to be extraverted. The study suggest that manager might recognize that extra words are more sensitive to reward and not punishments and thus feel commitment when their leaders are critical or detached. On the whole to improve commitment the research indicate that manager should try identify employee to focus primarily on achievements and aspirations rather than duties and obligations. They should divert their attention from errors these employees commit and instead focus on recent accomplishments and future objectives.

For the practices they espouse are now musts, “not nice toes”, in a world when hierarchies have been flattened, old command-and-control studies are not possible (let alone desirable), and knowledge (and the creative power of knowledge workers all of us) is the new basis for economic value (Peters and Alto, 1995).

How extra ordinary things done in organizations Zarate Summarizes the Metalsa (Mexico) may with this formula $QWL = TPQ + TQC + LDC$. And every one at Melatsa knows what it means: Quality as a way of life results from, total personal quality control plus leadership as Zarate says, *“We believe that quality products and services can be produced only by quality people. This overarching philosophy is elaborated in a set of corporate wide cultural-values such as trust solidarity, service and training batch and a set of personal individual values*

including responsibility, punctuality, honesty, humility, austerity, patience, service and the reach for total personal quality" (Kouzes et al,1995).

Under what conditions people are most prepared to give their energy and commitment as the performance appraisal report of British deeming association stated; "*the spread of performance related rewards into many areas where did not previously exist is leading to the hasty introduction of appraisal schemes based on grading and pay. The scholars have tried to trace the application of work groups and performance in a most productive and meaningful way*" (Sundstrom, Mclyntyre, Halfill and Richards, 2000).

Simon (1996) defines leadership: "*working to understand the whole situation and seeing to it that absolutely everything in it goes well, without limit or reservation*". The idea of transactional leadership is that effective leadership is based on a reciprocal exchange between leaders and followers. Transactional leadership involves giving employees something in return for their compliance and acceptance of authority; usually in the form of incentives such as pay raises or an increase in status. It is traditional and rarely challenges the status quo. They have hierarchy and some legitimate control over the people. The theory was propounded by Burn (1978) and is closely linked with his transformational theory of leadership, which involves moral, rather than tangible, rewards for compliance. There are three basic elements join together to form a leader these are constituency, where the leader project his qualities in front of the followers and structure framework within each leader and direct and indirect interact with his followers and the leader himself.

Transformational leaders motivate people by using energy, enthusiasm, and passion for a broader vision to achieve the objectives of greater common cause. Scholars use quantitative measures and recommend refinement of the leading instrument designed to measure to

transformational leadership. Some scholars have expanded the methodology used to investigate the transformational leadership phenomena by using a qualitative grounded theory approach (Eisenbach et al, 1992).

Charismatic and transformational leadership operate in social conditions in harmonizing their mission and vision with the situation failing which the leader demise called tragic flaw in the personality of the charismatic leader that causes his death, also called hamartia in literature (Cuddon, 1998).

2-7 ORGANIZATIONAL CULTURE:

Different organizations have different cultures even in the same field and in same vision. Some organizations support individualism and some focus collectivism. Both have potential impact on individual job attitudes, it becomes important to determine the organizational basis for individual level perception. Organizations from practical point identify an association between human resources practice and perceptions of organizational individualism and collectivism can help organizations diagnose their culture and identify potential drivers for organizational change efforts. Organizational fair process and organizational justice project communication between objectives and outcomes (Mayer and Greenbaum & Kuenzi & Shteynberg, 2009). Organizational culture in itself can be transformational. That can be transactional or mixture of the two or totally different. *“The members of a high contrast, elite professional group or Military unit tend to behave as transformational, as well as transactional, leaders toward each other and the other constituencies of the organization”* (Bass et al, 2006). It is a reality that anywhere across the transformational culture and transformational leadership in the organization or across the organizations will likely be the source of quality and positive improvement both in motivation and production.

Expectancy theory as applied to employee motivation is generally attributed to Vroom, although its historical roots are in the works of different scholars who postulated that organisms develop cognitive expectancies regarding the outcomes of behavior and consequently behave in a manner that is likely to result in preferred outcome states. Generally, expectancy theory posits that the motivational force experienced by an individual to select one behavior from a larger set is some function of the perceived likelihood that that behavior will result in the attainment of various outcomes weighted by the desirability (valence) of these outcomes to the person (Oliver, 1974). The theory has been revised modified and extended by a number of authors (Arnold, 1981). Psychologists expressed their views about the superiority of strength of imagination over will power. Temporarily will power allow individuals to perform far superior than the ordinary human skill and strength, but in the long run, realities bring the performance to the normal. Promises agreed on the initial stage of poetical romance, becomes equally irrelevant in the relationship as well as in politics when face the long-term realities. Thus, the expectancy theory in itself is also not above the criticism and considered strictly psychological. The controversy over conscious, subconscious and unconscious reasons are considered strong motivation and or de-motivating forces. The theory is considered still weak and will have to travel a long voyage (Lock and Lathan 2005).

The scholars intended for comparative analysis between the vertical verses shared leadership as redactors of the effectiveness of shared management teams. Their find out the two point's one was superiority of the shared leadership for the team effectiveness and second transformational and empowering behavior was important and aversive and directive leadership was not important at all. The research has also examined the difference between trust at heart and head (Chua & Ingram, Morris, 2008). The issue of trust reparability in the organizational

leadership is also discussed with confidence for the leaders in the organizations (Tomilinson & Mayer, 2009).

Vision needs to be shared about the life style of leadership, the organization needs to materialize. Consultative style of leadership can play a desired role that become symbol the whole employees to follow. In this way acculturation process construct for achievement of the commission and vision transmitted by the leader. There should be ethical balance between individual rights and responsibilities, the managers must convince the all-organizational employees for better performance. It is reciprocal exchange and interdependent on efforts on both sides with greater responsibility of the management (Cropanzano & Mitchell, 2005).

Work values, particularly the value of achievement, have long been thought to influence performance on the job. Values are generally conceptualized as deeply held beliefs that influence perception and guide choices, including choices among behaviors. It is suggested that work values guide motivation and performance on the job. Similarly, the values are objectives through which individuals satisfy needs, suggesting that values play a role in motivation. It was noted by early scholars that in case of uncertainty of people about their own abilities they couldn't evaluate their talent and performance (Taris & Peeters & Blanc, & Schreurs & Schaufeli, 2001). Thus, work values are thought to predict work behaviors and outcomes, including job performance. The value of achievement, the belief that one should work hard to accomplish difficult and challenging goals at work, has been thought to affect performance. However, there is limited empirical evidence of such a relationship. The situation may play a role in the extent to which values, such as achievement, are related to performance. The purpose of the present study was to examine the relationship between the value of achievement and job performance under varying situational constraints. Situational constraints are factors that place limits on the extent to

which attitudes, personal attributes, and motivation translate into behaviors and performance (Adkins and Naumann, 2001).

There is statement by Japanese industrialist quoted by several writers of leadership: we are going to win and the industrial west is going to lose. There is nothing much you can do about it, because the reasons for your failure are within yourselves. Your firms are built on the Taylor model; even worse, so are your heads. The essence of management is getting the ideas out of the heads of management into the heads of labor. For us the art of management is mobilizing and pulling together the intellectual resources of all the employees in the service of the firm.... Only by drawing on the combined brainpower of all the employees can a firm face up to the turbulence and constraints of today's environment" (Simmons et al, 1996).

In addition to the strong non-empirical emphasis on pay in the sales management literature, some evidence exists to suggest that pay is a significant predictor of productivity when tested alone in an expectancy theory format. The potency of pay as a predictor may arise because it can be seen as instrumental in the attainment of many other needs, job related or otherwise. The outcome, receiving more income from my job, was used for this variable (Deci and Ryan, 2001). The scholars have drawn a distinction between intrinsic and extrinsic outcomes. Intrinsic outcomes are self-bestowed and are thus more available to the individual while extrinsic outcomes must be mediated through another entity. In addition, intrinsic outcomes are of higher order in terms of Maslow's paradigm and conform to what sales management writers refer to as "psychological" needs. While the literature on the ability of sales- men strongly suggests that both intelligence and personality inventories are predictive of sales success, the company unfortunately did not administer standard versions of these tests to its agents. Only a recently introduced "in-house" intelligence test was available.

There is a positive relationship of motivation and performance that includes organizational citizenship behavior (OCB), and Organizational Loyalty (Dumdadum et al., 2002; Judge and Piccolo, 2004).

The most important aspect of transformational leadership is their commitment for the superior aims to achieve in the organization and their ability for innovative ideas to challenge the status quo. Such leaders first establish the trust among the companions that they have the ability to bring unique plans to achieve the objectives. Then they pass on the same trust and commitment across the organization. Consequently, they receive back the power and commitment and trust from their companions. Then they unify all such intangible qualities and convert them into tangible force to achieve the desired results.

Organizational commitment on the part of employees is an asset for the organization, his recognition and involvement with the organization (Shamsuri, 2006). Organizational commitment includes following major concepts. First, employee's feeling of ownership, connection and identity with the organization, second, employee's level of involvement in organizational operations, and the last but not least, the employee's acceptance of organizational authority over him (Ngodo, 2008). There are number of studies which found positive and direct relationship with organizational commitment through transformational leadership in different circumstances and in different environments (Bono and Judge, 2003; Dumdadum et al., 2002; Walumbwa and Lawler, 2003).

The finding that extrinsic rewards can undermine intrinsic motivation has been highly controversial. This article briefly reviews the results of the more recent meta-analysis, which showed that tangible rewards do indeed have a substantial undermining effect. The results are briefly discussed in terms of their relevance for educational practice. Gold stars, best-student

awards, honor roles, pizzas for reading, and other reward-focused incentive systems have long been part of the currency of schools. Typically intended to motivate or reinforce student learn in, such techniques have been widely advocated by some educators, although, in recent years, a few commentators have questioned their widespread use. The controversy has been prompted in part by psychological research that has demonstrated negative effects of extrinsic rewards on students' intrinsic motivation to learn. Some studies have suggested that, rather than always being positive motivators, rewards can at times undermine rather than enhance self-motivation, curiosity, interest, and persistence at learning tasks. Because of the widespread use of rewards in schools, a careful summary of reward effects on intrinsic motivation would seem to be of considerable importance for educators. Expectancy theory, specifically of Vroom's model (1964) application indicate that students motivation was dependent upon the importance to them for improving the value of class of the future classes and the expectation that their format feedback would lead to increased value for their peers in the class room and for students in future classes (Caulfield, 2007). Expectancy valence theory is another cognitive motivational theory that relates an individual's level or strength of motivation to strive for a certain goal and the incentive value or valence of that particular goal (Vansteenkiste, Lens, Witte and Feather, 2005). "A major controversy historically surrounds the relative importance of each factor as a determinant of behavior and the extent to which other concepts (such as needs and drives) are innate or learned. Cognitive theorists argue that the individual's cognitive processes play an important role in determining behavior, while reinforcement theorists retort that it is unnecessary, if not impossible, to examine such thought processes, and therefore our central concern should be the behavior itself" (Pate, 1978). In another study by Schein (1985), culture change as transformations, it is about change in schools in three districts and study found four

characteristics common:-a) focus of attention on school mission; b) goal directed actively contributing towards mission; c) modeling of positive behavior for the teachers and others involved in the mission by the senior leaders; d) emphasis on the human resources, they empowered staff process and focused close attention to the hiring procedures in the school district.

2-8 MOTIVATION:

Intrinsic and extrinsic motivation broadly covers all sorts of motivations which improve the workers commitment and performance in an organization. Intrinsic motivation is urging to move without any guaranteed compensation or reward. It appears that when people are internally motivated to do something, it is because the action either brings them pleasure, or they consider it is important or they feel that what they are learning is valuable. This type of motivation is usually observed when people engaged in hobbies or some spiritual activities or in social services, examples are of workers involved in work in organizations like Edhi Foundation in Pakistan and in other social services like involvement in the earthquake relief operations. The concepts of intrinsic and extrinsic orientations to religion have made major contributions to the empirical study of religion. Scholars have the opinion in their work that these concepts has been useful in suggesting a method of exploring the way an individual's religion works in the formation of his personal world. Reviews of the literature concerning the empirical research using different concept of intrinsic/extrinsic orientation to religion have suggested that what is being referred to as "intrinsic/extrinsic orientation" may be linked to basic, pervasive personality variables. In effect, these reviews it is suggested that a person's orientation to religion may be generalized to other areas of institutional behavior' (Morris and Hood, 1981). "Dyer and Parker presented data indicating apparent disagreement among psychologists concerning definitions of

the terms intrinsic and extrinsic and appropriate classification of particular outcomes into intrinsic and extrinsic categories. They concluded: Until the conceptual issues surrounding the terms intrinsic and extrinsic have been clarified, it seems that little of real value will be gained from research that simply serves to perpetuate this obviously confusing and possibly unwarranted dichotomy. Many scholars still express their views regarding the overlapping of intrinsic and extrinsic terminologies for their respective affect on organizational performance and commitment. Motivation is related with so many different aspects of study it still lack of theoretical progress and conceptual clarity in the motivational area itself (Judge and Ilies, 2002).

Intrinsic ideas of individuals to have sense of control motivate them when they perceive power and control over job (Henkin and Marchiori, 2002). Followers of transformational leaders recognize the authority and commitment of their leader and in turn they recognize the leader's abilities to organize through by intellectual conceptualization and empowerment (Laschinger, Finegan, and Shamian, 2001). Transformational leaders can foresee the inevitable future benefit of their followers which cause to increase motivation and commitment with the leader. Transformational leaders easily involve their followers to accomplish their tasks when they postulate higher level of integrity, high moral values and behavioral standards (Avolio, 1999; Luthans and Avolio, 2003; Walumbwa et al., 2004) Transformational leaders express their deep interest with close consideration at individual level as well as at collective level and they are keen in observing followers' future needs for their development. Thus transformational leaders play consistent role in coaching and guiding their followers to strengthen their role and ability to perform better (Avolio, 1999; Bass and Avolio, 1994; Kark and Shamir, 2002).

Emotional attachment of leader with the followers increases followers' trust on leader and improves their trust and enables them to work for the organization (Conger, 1999). This

situation further improved the challenging environments (Avolio et al., 2004). The combined effects of such responsibilities and sympathetic consideration of the leader develop the unique creativity (Jung and Sosik, 2002; Jung et al., 2003).

The research of Dvir et al (2000) stated that companions become more confident to work under transformational leader. In another opinion, creativity is a process in transformational leadership style. Where delegation of power (Jung et al., 2003) creates a sense of trust in self-efficacy (Deci et al., 1989), which in turn, transfer responsibility and power to the employees to develop their innovativeness (Jung et al., 2003).

“It is commonly believed that choice can have a positive impact on an individual’s feelings beliefs and behavior it comes as no surprise that the concept of choice appears frequently in psychological theories and when man previews his behavior as stemming from his own choice will cherish that behavior and its results the presumption that feelings of having choice can be powerful motivator as pervasive in motivation theory and research” (Pattal, ... Cooper and Robinson, 2008).

No commitment and no leader can perform in a vacuum of trust. The trust is the most essential aspect and a necessary factor for employee commitment and performance, transformational leadership ensure that such trust building mechanism is fully operational among the followers in the organization (e.g., Avolio, Zhu, et al., 2004; Bhatnagar, 2005).

Faithfulness and disloyalty to the leader will set aside the every effort it is therefore is the essence of commitment without it neither the leader can transform his vision nor the followers can be energetic to attain goals (Nooteboom and Six, 2003). Transformational leadership may lead organizations in trust building and confirmation of procedural justice and as a result the

employee commitment and satisfaction increased many fold (Costa, 2003; Kark and Shamir, 2002).

Lee (2007) stated that leaders can trigger a creative mechanism in employees and direct them to accomplish a mission they had in their mind. Transformational leaders encourage their followers to bring their own solutions to the problems and get full benefit of their accomplishments and encouraging them to develop self-efficacy (Mumford et al., 2002). The compassionate style of transformational leaders provide their companions power of judgment, deep experience and exposure to the new situations that in turn develop followers' capabilities, and better vision permanently and encourage them to improve their performance (Jung, Chow and Wu, 2003). The transformational leadership requirement is that his vision should be adopted by followers and they should recognize their important role in the whole process (Elkins and Keller, 2003). A group of researchers have stated "it is our contention that considerable evidence has been accumulated demonstrating the usefulness of the intrinsic-extrinsic dichotomy and that a sound theoretical basis for the distinction has now been developed. This note offers distinctive definitions for the following concepts: intrinsic motivation, extrinsic motivation, intrinsic outcome and extrinsic outcome. New speculations regarding their theoretical usefulness will be presented. In the fields of knowledge, sharing and social services people often describe altruistic reasons for their participation including contributing to a common good, ethical responsibility to a community, team, and mentorship or giving back to society at large. In games and sports intrinsic motivation is the motivation that appears from within the player. Students remain disciplined as this also comes from within the student. Extrinsic motivation appear to act when an individual or group is compelled to do in a certain way because of reasons external to him, like salary, promotion, reward and or punishment. In the business organizations including

armies, environment financial and other benefits provide more powerful extrinsic factor than the intrinsic motivation may provide by an enjoyable workplace. Environment also covers variety of reasons for intrinsic and extrinsic motivation. "Needs and values are the least empirically researched of the causal connections. Although motivation must start with needs that is the objectives requirements of the organizations' survival and well being how work values out of needs has not been studied Maslow was partially correct in claiming that people value that what need, there are numerous exceptions to this claim these exceptions of course are one of the reasons why we need both a science of mental health and a code of ethics" (Locke and Latham, 2005) Although extrinsic motivation comes outside of the performer it is therefore money is the most obvious example, however scholars give considerable importance to coercion and threat of punishment as common factors of extrinsic motivation and employees out perform for the benefit of their organization. Rivalry among organizations and individuals also compel for better performance (Chen and Miller, 1994).- Particularly in case of transactional leadership in the organization, the coercive factor is equally important to motivate the employees.

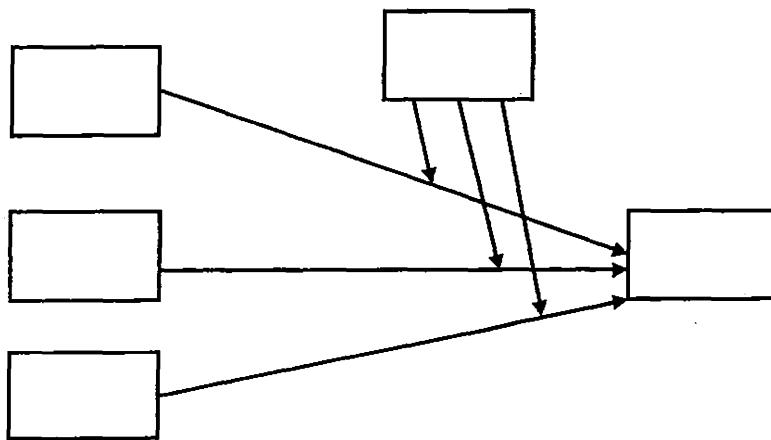
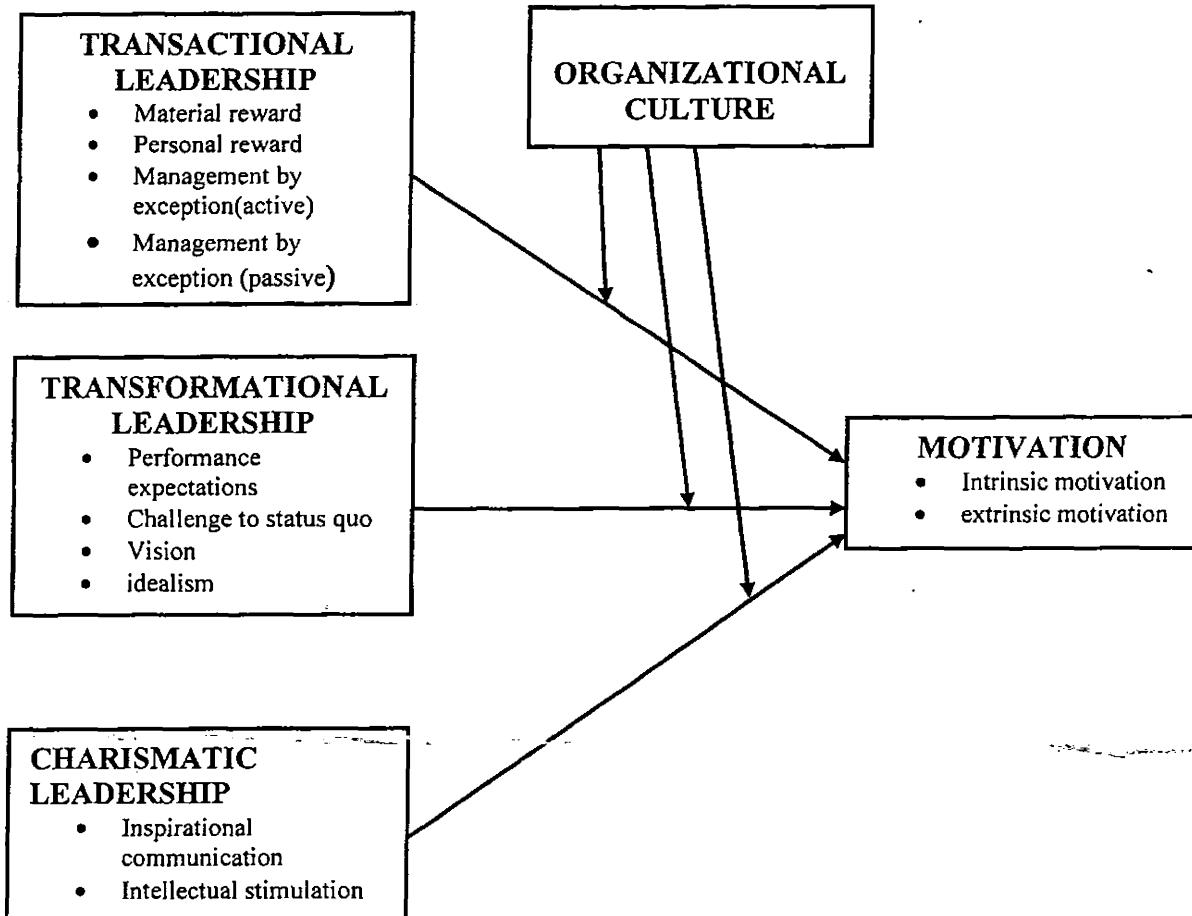


Figure 2.2:

Schematic Diagram of Theoretical framework



2-9 Hypotheses:

H1a: Transactional leadership makes significant positive impact on Employee motivation

H1b: Organizational Culture Moderates relationship between Transactional Leadership and Employee motivation

H2a: Transformational leadership makes significant positive impact on Employee motivation.

H2b: Organizational Culture Moderates relationship between Transformational Leadership and Employee Motivation.

H3a: Charismatic leadership makes significant positive impact on Employee motivation

H3b: Organizational Culture Moderates relationship between Charismatic Leadership and Employee Motivation.

2-10 SUMMARY

This chapter carries information of a review about relevant literature and the constructs of this study. The development of leadership studies in the twentieth century has been briefly mentioned. The role of leadership in different situations has also been discussed. As pointed out by various scholars of transformational, transactional and charismatic leadership and its relationship with motivation, both intrinsic and extrinsic motivation has also been highlighted. The literature about what is motivation and how it can be improved by the leadership for better performance has also been thrashed out. Organizational Culture plays a significant role to provide area of freedom of action and put limitations on the leadership to motivate or demotivate the employees have been discussed. The leadership scholars conclude that all types of leadership like transformational, transactional and charismatic play a significant role for motivation of the employees in different organizational culture and situations. The effort has been made to review the literature according to the model, constructs and various relationships of different variables to draw the analysis of this study in the subsequent chapters.

Chapter-III

RESEARCH METHODOLOGY

3-1 INTRODUCTION:

The study has been designed to assess the Impact of Leadership (Transactional, Transformational and Charismatic) on Motivation of the faculty members and employees working in officer scale in public sector Universities in Islamabad. It is a survey-based research and questionnaire was used as an instrument of the data collection. The Organizational settings of the current research were provided by employees working in Educational Sector of Pakistan and specifically working in the Universities located in Islamabad. Data Collection was not at large scale due to the shortage of time and constraints of financial resources but after the experience of the current research, further studies will be carried out to generalize these results.

Convenient sampling technique was used to collect the data. So some focal persons were contacted in various public sector Universities in Islamabad.

3-2 PILOT STUDY:

Pilot study was made to test the reliability of variables (Singaravelu, Hemla D.,2005) used in theoretical framework of this study. 29 questionnaires were floated and reliability of all variables was tested using cronbach alpha. At that time, it was not realized that the questionnaire is very lengthy, though respondents pointed out the length and difficulties to understand the questionnaire but no change was made in the questionnaire that later on become a perilous task for the researcher to collect the data from 200 respondents scattered over 4 Public sector Universities in Islamabad. Reliability statistics of the research are given in Table 3.1.

Table 3.1
Reliability Statistics

Variables	Cronbach's alpha	No of items
Material reward	0.894	3
Personal reward	0.844	3
Management by exception Active	0.793	5
Management by exception Passive	0.772	5
Performance expectation	0.775	3
Challenge to status quo	0.756	3
Vision	0.891	3
Idealism	0.864	3
Inspirational Communication	0.772	3
Intellectual stimulation	0.830	4
Organizational Culture	0.758	17
Intrinsic Motivation	0.854	15
Extrinsic Motivation	0.735	12

3-3 SURVEY:

After the pilot study, a formal study was made. Data was collected through questionnaire from four public sector universities. For that purpose, a questionnaire survey was administrated and items scored on a five point Likert Scale with end points of "Strongly Agree" and "Strongly Disagree". Respondents were briefly explained about the objectives of the study so that they could fill the questionnaire by keeping the correct context in their mind. Further, they were assured of keeping all of the information confidential and anonymous. Two hundred questionnaires were circulated in different universities in Islamabad. The technique of convenient sampling was used to collect data. Accordingly, some focal persons were contacted in each of the selected universities for collection of data and questionnaires were given to them to get it filled from faculty members and the officers of the universities. Eighteen questionnaires were not properly filled and these questionnaires are not included in this study and one hundred

and eighty-two questionnaires were found correct to be included to carry out the further study (response rate of 91%).

Another very important point was realized that some of the respondents filled these questionnaires in presence of the scholar and scholar was familiar with the aptitude of the respondents as the scholar had been serving with them for a very long period of time in the capacity of their subordinate or supervisor. Some of them were introvert and conscientious towards their duties and accordingly their replies toward their leadership as well, organizational culture was very positive but those who were extrovert or neurotic they expressed their negative views about the same leadership and the same organizational culture. As the scholar did not have any foresight for such respondents' behavior so he ignored this aspect however he in case of future studies this scholar recommend that the aptitude of the respondents should also be considered as another very important variable to evaluate the respondents characteristics.

As the researcher have been familiar in one way or the other with the respondents and some were his very close friends, they narrated some horrible stories of transgression of their supervisors and their unethical and immoral role they played with their careers. As the scholar was also familiar with the administrative system of these organizations and had years of experience serving with the system he never realized such immoral and unethical exigencies with the employees. The stories are so horrible that these cannot be reproduced here. Thus the scholar propose a separate study to dig out such issues which reflect the true picture of the supervisors serving in the highest institutes of learning in the country. There was an interesting point observed during the survey, it was the age sensitivity of the respondents, mostly women but men also in the group of 30-40 years of age and above marked themselves in lesser age group. They repeatedly pointed out that instead of group of 10, it should have of 5 years of age bracket.

3-4 PARTICIPANTS:

From the 182 respondents, 78 were females (42.9%) where 104 were male participants (57.1%). Respondents age ranging from 25 to 60 years and above, who were working in different posts and having different qualifications (B Sc, B A, M A, M Sc, M Phil, Ph D). Graphical and Tabular representation of the respondents is given below

TABLE-3.2
Age * Gender * Experience Cross-tabulation

Experience	Age Groups	Gender		Total
		Female	Male	
5-10	25-30	47	50	97
	30-40	14	25	39
	40-50	2	2	4
	50-60	1	0	1
	Total	64	77	141
10-20	30-40	3	1	4
	40-50	5	6	11
	50-60	3	4	7
	Total	11	11	22
20-30	40-50	2	5	7
	50-60	0	6	6
	Total	2	11	13
30-40	50-60	1	3	4
	60 & over	0	2	2
	Total	1	5	6

Table 3.2, classified the respondents according to their age, years of experience and gender. Most of the respondents are of age between 25 to 30 years (97 respondents out of 182, 53%) and having 5 to 10 years experience.

Figure 3.1
Gender wise Distribution of the Respondents

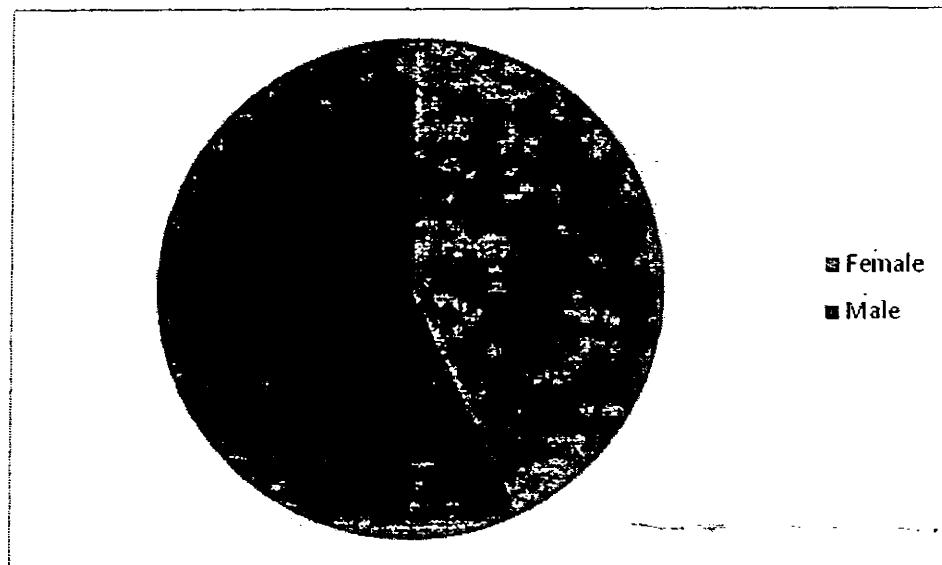


Figure 3.2
Experience wise Distribution of the Respondents

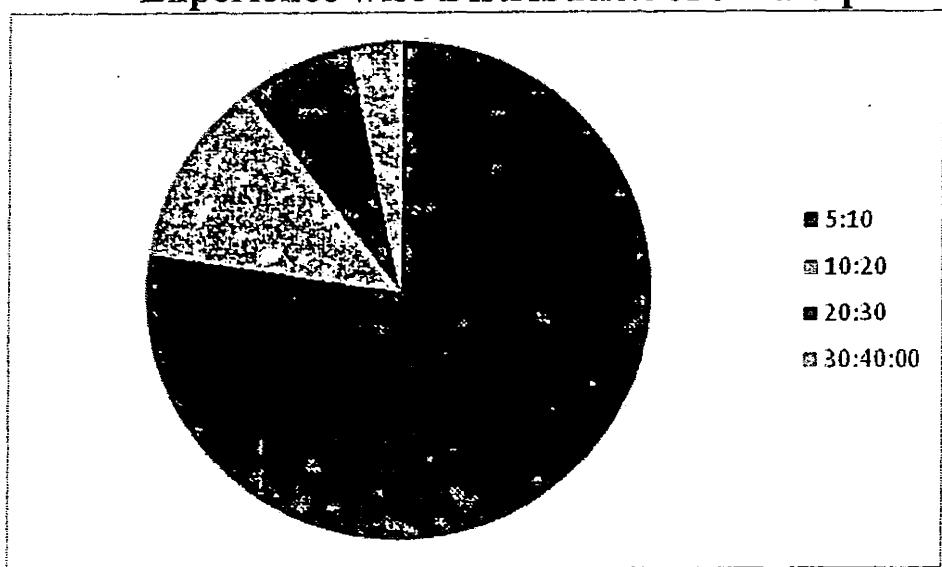
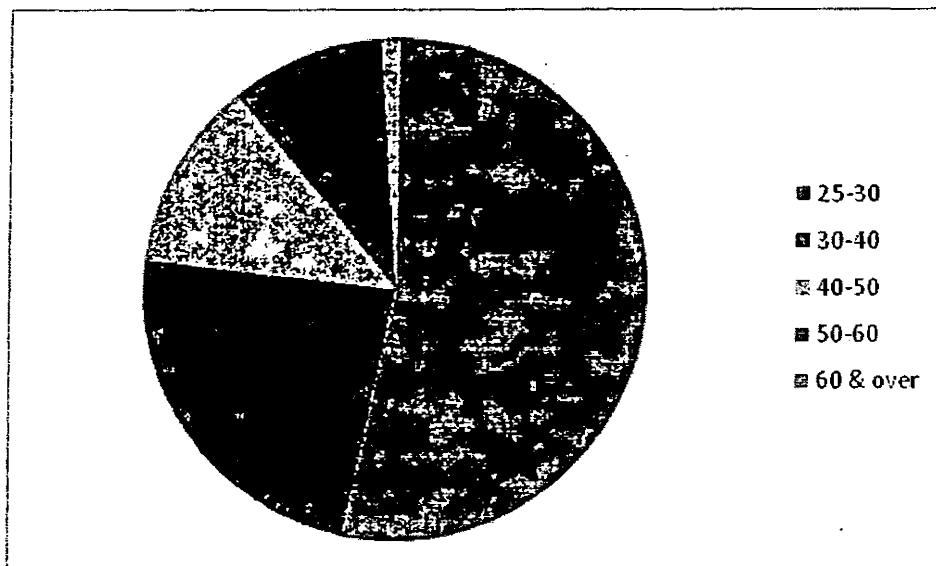


Figure 3.3

Age wise Distribution of the Respondents



3-5 MEASURES

The instrument used in the research was a Questionnaire. The questionnaire contained 90 items in total. All responses were acquired through self-report measures in which the responses were taken on 5-point likert-scale ranging from 1 = Strongly not Agree, 2 = Not Agree, 3 = Average, 4 = Agree, and 5 = strongly agree). The first 7 questions were about demographics of the employees (See Appendix A). The purpose of these questions was to collect information that described the sample including gender, age, education and nature of the organization of the employee. The number of employees in the organization and total experience of the employee was also asked. The detail of the items is given in the table below.

Table 3.3
Detail of the items in the Questionnaire

S/No	Variable	Subscales (if any)	No of items	Total items
1.	Demographics			7
2.	Transactional Leadership	Material reward	3	16
		Personal reward	3	
		Management by exception (active)	5	
		Management by exception (passive)	5	
3.	Transformational Leadership	Performance expectations	3	12
		Challenge to status quo	3	
		Vision	3	
		Idealism	3	
4.	Charismatic Leadership	Inspirational communication	3	8
		Intellectual stimulation	5	
5.	Organizational Culture			17
6.	Motivation	Intrinsic Motivation	15	30
		Extrinsic Motivation	15	
7.		Total items in the questionnaire		90

36 items of Transactional, Transformational and Charismatic Leadership were taken from Pearce and Sims (2002) whereas the 17 items of Organizational Culture were taken from Moyes (2001)

3-6 TOOLS:

Multiple Regression was applied to understand how much the independent variables are affecting the dependent variable collectively (Adjusted R square). Also the multiple regression was applied to measure the separate impact of each independent variable on dependent variable. For moderating variable study, stepwise regression analysis was used. Stepwise regression analysis is applied in three steps. At first step, individual impact of independent variable on dependent variable was checked. At second step, independent and moderating variables were multiplied whereas the collective impact of independent and moderating variable on dependent

variable was checked in third step. The t test was applied to evaluate the significance of hypotheses. After the application of t test, it was found that 4 hypothesis were accepted and whereas 2 were not accepted. The detail is given in the subsequent chapter of Results and Discussion.

3-7 SUMMARY:

This chapter carries the information about the details of pilot study, the initial survey and its subsequent difficulties, how the data collected from two hundred respondents serving in the public sector universities and various other aspects of data analysis in this research. The Cronbach alpha was applied to test the reliability of all the items in the questionnaire and when the results were found significant then the formal study was carried out. It also carries information about the development of questionnaire, dependent variable (Motivation) and independent variables (Transactional, Transformational and Charismatic Leadership) including the role of moderating variable (Organizational Culture). The chapter also discusses the difficulties after the pilot study as well as the different tools (Multiple Regression, Stepwise Regression and T test) which have been applied to draw the conclusion in the subsequent chapters.

Chapter-IV

RESULTS AND DISCUSSIONS

4-1 RESULTS:

Table 4.1 shows the results of descriptive statistics of the research. The mean value of all the variables ranges between 3 and 4, which shows on the average all respondents give the answer between 'neutral' and 'agree' which depicts the likeliness of respondents towards the variables. Also there is less variation between answers of all respondents as standard deviation is not so high and all are less than 0.67.

Table 4.1

Descriptive Statistics

S/No	Model	N	Mean	Standard Deviation
1	Transactional Leadership	182	3.39	0.45
2	Transformational Leadership	182	3.61	0.60
3	Charismatic Leadership	182	3.55	0.68
4	Organizational culture	182	3.31	0.48
5	Motivation	182	3.39	0.55

The results of Multiple Regression Analysis are given in table 4.2. The very relationship is about the Transactional Leadership and Motivation of the employees. It reveals that β value is 0.166 whereas p value is 0.034. As the p value is less than 0.05 i.e. 5%, this depicts that Hypothesis 1 has been accepted. Hypothesis 1a stated that transactional leadership makes significant positive impact on employee motivation. Hence the impact of Transactional Leadership on Motivation has been proved by this research.

The second relationship considered Transformational Leadership with motivation level of the employees. According to the Multiple Regression Analysis given in Table 4.2, β value is 0.107 whereas p value is 0.247. In this case, p value is more than 5% or 0.05 which upshot that Hypothesis 2a has not been accepted. The hypothesis 2a proposed that Transformational Leadership has significant positive impact on Employee Motivation. The results of the research have proved that Transformational leader has no impact on motivation level of the employees.

The third assumption was about the relationship of charismatic leadership with Employee Motivation. The β value is 0.419 and p value is 0.000 for this relationship. As the p value is 0.00 which is less than 5% or 0.05. These values give notion of acceptance of hypothesis 3a. the hypothesis was about the positive significant impact of Charismatic Leadership on employee motivation and it has been proved. So we can describe that motivation level of the employees is increased when they are working with a Charismatic Leader.

Summing up the results, we see that hypothesis H1a and H3a have been accepted while H2a is not accepted. The results of this study show Employee motivation is influenced by transactional and charismatic leadership, and not influenced by transformational leadership.

Table 4.2
Multiple Regression Analysis

S/No	Model	Beta	T	Sig.
1	Transactional Leadership	0.166	2.139	0.034
2	Transformational Leadership	0.107	1.162	0.247
3	Charismatic Leadership	0.419	4.207	0.000

Statistical Summary of Theoretical Framework of the research is given in Table 4.3. this summarizes the whole theoretical framework of research. According to the Table of Statistical

Summary of Theoretical Framework, adjusted R square value is 0.372. This indicates that all three independent variables explain the employee motivation 37.2% collectively. Whereas the rest of the dependent variable i.e. 62.8 % is explained by, other factors which are not the part of this study.

Table-4.3
Statistical Summary of Theoretical Framework

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I	0.619 ^a	0.384	0.372	0.44

a. Predictors: (Constant), Charismatic, Transactional, Transformational Leadership

4-2 MODERATING VARIABLE (ORGANIZATIONAL CULTURE):

The study has taken into account the moderating role of Organizational Culture. It assumes that Organizational Cultures moderate between the relationship of Employee Motivation with Charismatic Leadership, Transactional Leadership, and Transformational Leadership. The results of moderation analysis depict a very interesting role of Organizational Culture. To test the moderating role of Organizational Culture, step-wise regression analysis was applied. The results of step-wise regression analysis and their description is given below.

Organizational Culture was assumed to be moderating between the relationship of Transactional Leadership and Employee motivation according to the Hypothesis 1b. The results showed that this hypothesis is not been accepted because β is 0.564 whereas p value = 0.261 (table 4.4, model 3). When the organizational culture was taken as independent variable, it showed that there is significant impact on employee motivation (table 4.4, model 2: β = 0.687 and p value = 0.000) but it couldn't work as a moderator between transactional leadership and motivation.

Table-4.4
Stepwise Regression Analysis
Transactional Leadership and Employee Motivation

Model No	Model	Beta	t	Sig.
1	Transactional Leadership	0.48	6.98	0.000
2	Transactional Leadership	0.24	4.82	0.000
	Organizational Culture	0.69	13.89	0.000
3	Transactional Leadership	0.56	1.94	0.054
	Organizational culture	1.05	3.22	0.002
	OC and transactional leadership	0.56	-1.13	0.261

a. Dependent Variable: Motivation

Stepwise Regression Analysis of Moderating Variable (Organizational Culture) between Transformational Leadership and Motivation is given in Table 4.5. Hypothesis 2b assumed that Organizational culture moderates the relationship between Transformational Leadership and Employee Motivation. According to Table 4.5, the results represent significant Moderating role of Organizational Culture (table 4.5, model 3: $\beta = 3.026$ and p value = 0.000). As p value is 0.000 which is less than 0.05, so hypothesis H2b is accepted that defines organizational culture moderates the relationship of transformational leadership and employee motivation.

Table-4.5
Stepwise Regression Analysis
Transformational Leadership and Employee Motivation

S/No	Model	Beta	T	Sig.
1.	Transformational Leadership	0.503	7.51	0.000
2.	Transformational Leadership	0.153	2.73	0.007
	Organizational culture	0.692	12.32	0.000
3.	Transformational Leadership	1.958	6.41	0.000
	Organizational culture	2.361	8.34	0.000
	OC and Transformational Leadership	3.026	5.99	0.000

a. Dependent Variable: Motivation

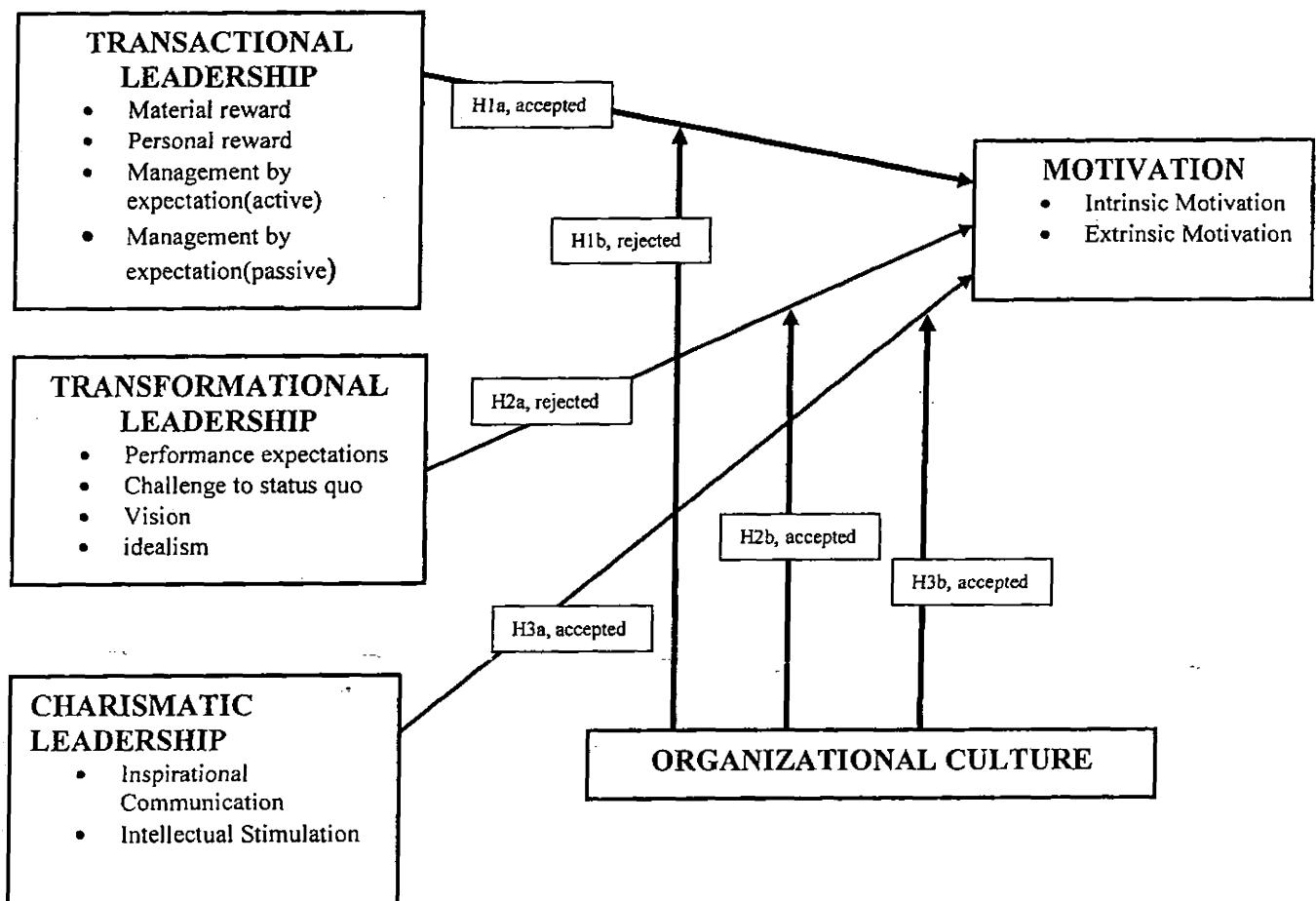
Table 4.6 demonstrates the results of Stepwise Regression test of the moderating variable Organizational Culture between Charismatic Leadership and Employee Motivation. This table explains that the β of Organizational Culture is 2.572 whereas significance value is 0.011 (table 4.6, model 3). These figures portray that there is a significant moderating role of Organizational Culture between Charismatic Leadership and Employee Motivation. So Hypothesis H3b is accepted that defines organizational culture moderates the relationship of Charismatic leadership and employee motivation.

Table-4.6
Stepwise Regression Analysis
Charismatic Leadership and Employee Motivation

S/No	Model	Beta	T	Sig.
1	Charismatic Leadership	0.599	9.68	0.000
2	Charismatic Leadership	0.307	6.03	0.000
	Organizational culture	0.626	12.32	0.000
3	Charismatic Leadership	0.953	3.72	0.000
	Organizational culture	1.179	5.34	0.000
	OC and Charismatic Leadership	1.035	2.57	0.011

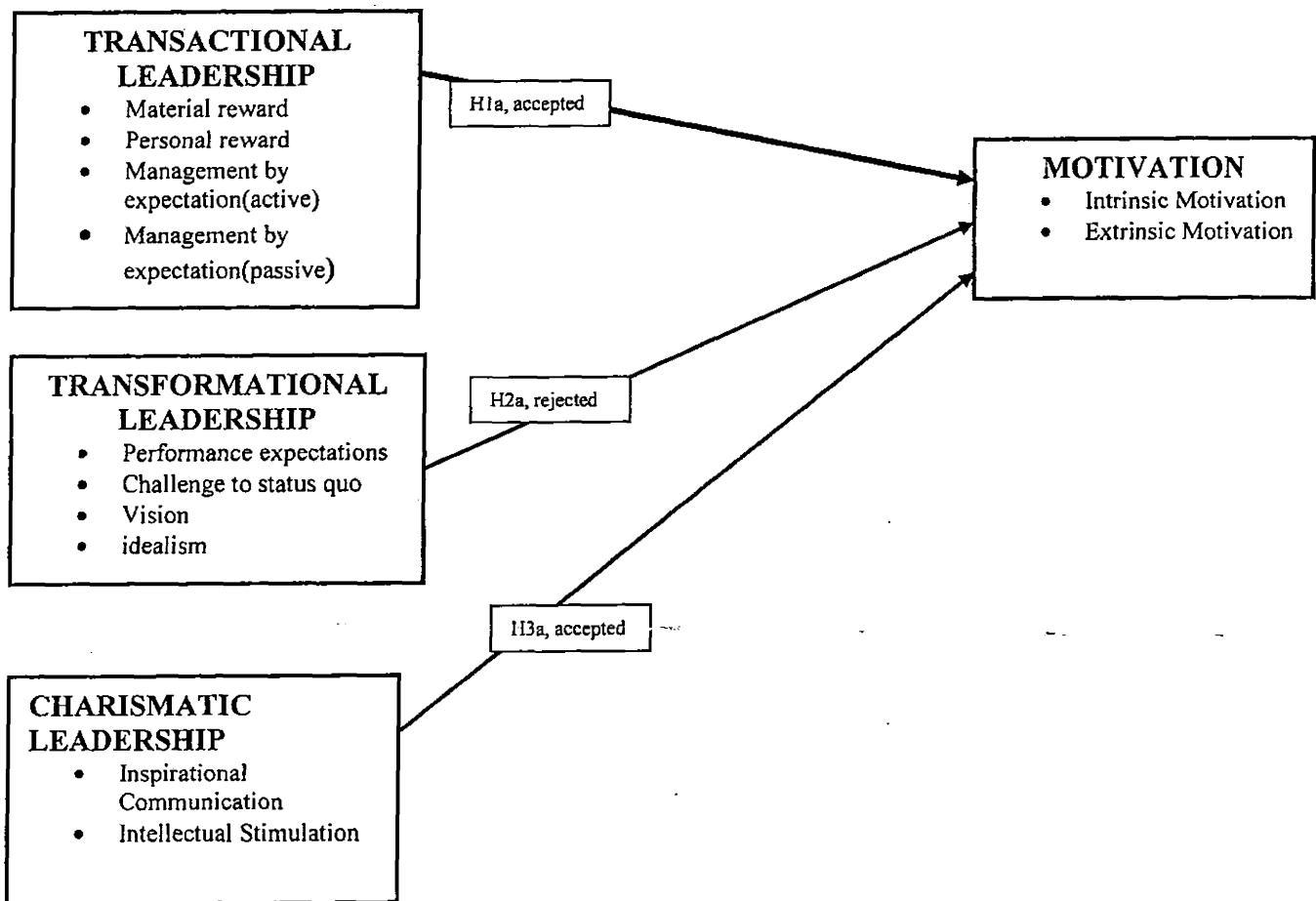
a. Dependent Variable: Motivation

Figure 4.1
Graphical depiction of results



The results of this study has been presented in the above model which give a pictorial understanding of the significant impact of the independent variables i.e. transactional, transformational and charismatic leadership on dependent variable i.e. Motivation as well as the moderating role of Organizational Culture between Independent variable and dependent Variables.

The figure shown below is also the graphical representation of results but it is without including the moderating role of organizational culture and show only the direct impact of Transactional, Transformational and Charismatic Leadership on Motivation.



4-3 SUMMARY:

Data collection of the study was started after the pilot study, when the reliability of the instrument was proved. The results are slightly different than the expectations of the researcher. There were 6 Hypothesis in total, 4 are accepted whereas 2 of them are not accepted. Results postulate that Transactional leadership and Charismatic leadership makes significant positive impact on employee motivation. But Transformational leadership does not make a significant positive impact on employee motivation which was not expected by the researcher. So according

to the results, hypothesis H1a and H3a are acceptable while H2a is not accepted. Hypothesis H1b is rejected, that defines organizational culture doesn't moderates the relationship of transactional leadership and employee motivation. Hypothesis H2b and H3b are accepted, as organizational culture moderates the relationship of transformational leadership and employee motivation and it also moderates the relationship of charismatic leadership and employee motivation. Adjusted R square is 0.372, which depicts that all three independent variables explain the employee motivation 37.2%, where the rest is explained by other factors that are not the part of this study..

The role of organizational culture as moderating variable is very interesting. If organizational culture is taken as an independent variable, it makes significant impact on employee motivation but it couldn't create an impact on transactional leadership and motivation.

Chapter-V

CONCLUSION

After making a deep study and getting results from survey, it is to be concluded that transactional leadership makes significant positive influence on employee motivation. Material reward, personal reward and management by exceptions are dimensions of Transactional leadership. The university leaders should understand the complexity of Human nature and develop in them the fundamental skills of decentralization of the system with effective control and smooth movement towards the desired direction. So its concluded that if there is a better reward in monetary terms like increase in pay and salary, and if leader give special recognition to employee for his/her performance then employees are motivated and willing to work better. (Graen, Liden & Hoel, 1982) also support this conclusion. Study shows that charismatic leadership also makes significant positive impact on employee motivation, if team leader make interest in the efforts put in the completion of tasks (Shamir, House and Arthur 1993), make a constant eye on progress of project, and keep involving employees in decision making and asking for new ideas. The university leadership at all levels is required to focus its attention to establish a research and innovative culture in such a way that students as well as faculty should be on the road to the learning through the unknown territories.

Then employees get motivated both in intrinsic and extrinsic way (House, 1977, Howell and Frost, 1988). But motivation of employees not significantly affected by transformational leadership. Team leaders normally expect more from employees without judging the qualities and capabilities of employees (Stites-Doe, Pillai, and Meindl 1994), on the same time they want more output but leaders are not willing to give more rewards in terms of monitory and non-monitory terms, which at the end de motivate the people working under transformational

leadership. According to this survey leaders don't have clear visions and ideas, that is why they run the organization for the accomplishment of short term goals and not concentrate on long term objectives of organizations, the disadvantage of this type of behavior is when leader feels he is not near to his goal he change the directions of his ideas, which leads dissatisfaction among workers working under him. So emphasis should be made that team leaders must have clear vision (Bass 1985) and ideas in their mind, and they should concentrate on long-term objectives of firm. The policy should have pervasiveness to be effective at all levels through which it could recruit and retain the best faculty members.

Every firm and organization has different cultures and traditions. This study also examines the moderating role of organizational culture, whether it affects the relationship of leadership type and employee motivation or not. Organizational culture does not make any impact on the relationship of transactional leadership and employee motivation. As mentioned earlier that transactional leadership has significant impact on employee motivation, and this relation is no disturbed by organizational culture, means in all organizational cultures, the role of transactional leadership will be same. But Vroom (1964) contradicting this conclusion and suggest that Organizational Culture make influence the bond of employee motivation and transactional leadership. The university culture is basically a combination of officers and faculty that play the central and leading role. They prepare the rules and clear the ground through which process of expansion of knowledge come forward to provide clear direction, vision and methodology for accomplishments. Any over ambition, not realizing the genuine needs of employees and faculty can play 180 degree, the other way round role by the leaders. At least a considerable majority is required to have faith in the organizational culture as well as on organizational justice and fair play.

However, organizational culture can make an impact on the relationship of transformational leadership and employee motivation, Organizational Culture also impact on the relationship of charismatic leadership and employee motivation. For moderation means Organizational Culture can reduce or enhance the relationships of transformational and charismatic leadership with employee motivation. This study suggests that as transformational leadership has no significant positive impact on employee motivation but for different organizational cultures, this relationship can vary and can be significant for some cultures as well. Same case for charismatic leadership, as this leadership has a significant positive influence on employee motivation, but for different Organizational Cultures, this relation can be insignificant. So Organizational Culture can reduce or enhance the relationships of transformational and charismatic leadership with employee motivations. The common values, beliefs and ethics should be provided to exemplary conduct of the leaders. This culture must be developed from top to bottom, wherever there is deviation from such culture should be monitored and redirected.

Universities are not very strong organizations. “The well run elite military organizations fit this high contrast type. Members are highly committed and extra effort is normal. The leadership is highly transformational. At the same time, the success of these elite forces depends on tight structures and highly predictable communication systems” (Bass et al, 2006). On the other hand, “loosely guide organization is one that is moderately transformational but without much structure it is alliance of members who may not be strongly committed to a central organization and are mostly able to do what they please. The organization is highly unstructured and characterized by great flexibility but low predictability. Accomplishments in loosely guided organizations are likely due to informal leadership efforts. A university department, a professional services firm or

a confederation of independent sovereign states may be fit this description" (Bass et al, 2006). Perhaps that may be the reason that the transformational leadership is not successful in motivating the employees in the universities.

5-1 GUIDE LINES FOR MANAGERS:

This study provides guidelines to help educational leadership better understand how to reduce employee turnover, increase job satisfaction and organizational commitment, and make participatory decisions to motivate their employees. The world is moving on a rapid transformational process. Fundamental changes are coming every moment particularly in the field of knowledge; to get the full benefit of these developments, university leaders of all levels need to have clear vision to inspire and keep motivated the system as a whole. The great efforts are required for better environment without compromising the required flexibility. The transactional and charismatic leadership is very effective to achieve objectives through motivation of employees and considering their immediate need. The charismatic leadership although make dramatic contribution in temporary situations or to bring the organizations out from the emergency environment, yet if they can utilize their charismatic influence if they challenge the status quo and charge the academic environment with intellectual excitement. The changes in the field of knowledge are on the march and their application in the real world is approaching across the globe, both charismatic and transactional leadership can play effective role to incorporate these changes in the universities and provide the society the trained knowledgeable leadership to shoulder the responsibilities of application of new knowledge in social life. The transformational leadership can also be effective if consider the immediate requirements of the employees, address their grievances, and recognize their services by giving them some material reward.

2 LIMITATIONS OF RESEARCH:

The research has few limitations; it was not universally applied to all the employees. The junior employees also play important role and contribute for the organization so their data should also be studied for the future research. The researcher did not include them as it was difficult for them to understand the difficult and complex language of the questionnaire. The future research should also carry out research from the junior staff also. It was also realized that the individual employees and their personality aspects also play a significant role to determine the type of leadership as well organizational culture. Some individual differences also contribute as independent variables for motivation and de-motivation working in the same organization and under the same supervisor. So in future the personality of the individual worker should also be considered important variable to study all the above aspects. The role of curriculum and teaching methodology are equally important for motivation to improve the university system which is not a part of this study. It requires to be studied so that it could be concluded that how curriculum and the content is closer to the realities of the working world where there is increase in dependence of different parts of the world.

Some of the respondents were introvert and conscientious towards their duties and accordingly their replies toward their leadership as well organizational culture was very positive but those who were extrovert or neurotic they expressed their negative views about the same leadership and the organizational culture. As the scholar did not have any foresight for such respondents so he ignored this aspect however he recommend that in case of future studies the aptitude of the respondents should be considered as another very important variable to evaluate the respondents characteristics and its impact on the response of the leadership. Another limitation is that this study is only focused on higher education sector and cannot be applied on

other Industrial Sector. There are some other areas which are not part of the study because shortage of resources, the motivation can also be achieved through better training, better working environment and overall institutionalization of the employees in the organizations.

5-3 FUTURE RESEARCH DIRECTION:

As the researcher have been familiar in one way or the other with the respondents and some were his very close friends, they narrated some horrible stories of transgression of their supervisors and their unethical and immoral role they played with their careers. As the scholar was also familiar with the administrative system of these organizations and had years of experience serving with the system he never realized such immoral and unethical exigencies with the employees. The stories are so horrible that these cannot be reproduced here. Thus the scholar recommend a separate study to dig out such issues which reflect the true picture of the supervisors serving in the highest institutes of learning in the country. More deep analysis of the leadership is required to understand its impact on motivation.

5-4 SUMMARY:

This chapter concludes that transactional and charismatic leadership have positive relationship with motivation of the employees while transformational leadership has no relationship with motivation. The leadership must keep in view the immediate needs of the employees and their day today difficulties are equally important for them so must be solved. The strategic planning policy and other issues are important for the senior management but they should also consider the nature and sensitivity of employees to keep them motivated through solving their personal problems. It also recommends that junior employees should be part of this study so that their role in the organization should be given importance.

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ANNEXURE-A
THE ROLE OF LEADERSHIP AND ITS RELATIONSHIP WITH EMPLOYEE
MOTIVATION AND MODERATING ROLE OF ORGANIZATIONAL CULTURE
QUESTIONNAIRE

Name of Organization:-----

Brief of Organization:-----

Number of Employees:-----

Age : 25 to 30, 30 to 40, 40 to 50, 50 to 60 60 and above

Gender : Male : Female BPS : 16. 17. 18. 19. 20.

Education : BA/BSc,MA/MSc/MBA,MS/M.Phil/Ph.D/Engineering/MBBS/other

Experience : in years: 5 to 10, 10 to 20, 20 to 30, 30 to 40, And 40 above

Please respond while keeping following scale in mind:

1	2	3	4	5
Strongly Not Agree	Not Agree	Average	Agree	Strongly Agree

TRANSACTIONAL LEADERSHIP

MATERIAL REWARD:

1. My leader will recommend that I am compensated well if I perform well.

1	2	3	4	5
---	---	---	---	---

2. My leader will recommend that I am compensated more if I perform well.

1	2	3	4	5
---	---	---	---	---

3. If I perform well, my leader will recommend more compensation.

1	2	3	4	5
---	---	---	---	---

PERSONAL REWARD:

1. My leader gives (give) me positive feedback when I perform well.

1	2	3	4	5
---	---	---	---	---

2. My leader commends (commend) me when I do a better-than-average job.

1	2	3	4	5
---	---	---	---	---

3. My leader gives (give) me special recognition when my work performance is especially good.

1	2	3	4	5
---	---	---	---	---

MANAGEMENT BY EXCEPTION (ACTIVE):

1. My leader focuses (focus) attention on irregulars, mistakes, exceptions, and deviations from standard.

1	2	3	4	5
---	---	---	---	---

2. My leader closely monitors (monitor) my performance for errors.

1	2	3	4	5
---	---	---	---	---

3. My leader spends (spend) time “putting out fires.”

1	2	3	4	5
---	---	---	---	---

4. My leader tracks (track) mistakes.

1	2	3	4	5
---	---	---	---	---

5. My leader directs (direct) attention toward failure to meet standards.

1	2	3	4	5
---	---	---	---	---

MANAGEMENT BY EXCEPTION (PASSIVE):

1. My leader allows (allow) performance to fall below minimum standards before trying to make improvements.

1	2	3	4	5
---	---	---	---	---

2. My leader delays (delay) taking action until problems become serious.

1	2	3	4	5
---	---	---	---	---

3. My leader tells (tell) me what I've done wrong rather than what I've done right.

1	2	3	4	5
---	---	---	---	---

4. My leader waits (wait) until things have gone wrong before taking action.

1	2	3	4	5
---	---	---	---	---

5. My leader shows (show) firm belief in “if it isn't broke don't fix it.”

1	2	3	4	5
---	---	---	---	---

TRANSFORMATIONAL LEADERSHIP**PERFORMANCE EXPECTATIONS:**

1. My leader expects (expect) me to perform at my highest level.

1	2	3	4	5
---	---	---	---	---

2. My leader encourages (encourage) me to go above and beyond what is normally expected of one (e.g., extra effort).

1	2	3	4	5
---	---	---	---	---

3. My leader expects (expect) me to give 100% all of the time.

1	2	3	4	5
---	---	---	---	---

CHALLENGE TO STATUS QUO:

1. My leader isn't (aren't) afraid to "buck the system" if he/she (they) thinks (think) it is necessary.

1	2	3	4	5
---	---	---	---	---

2. My leader is (are) non-traditional type(s) that "shakes up the system" when necessary.

1	2	3	4	5
---	---	---	---	---

3. My leader isn't (aren't) afraid to "break the mold" to find different ways of doing things.

1	2	3	4	5
---	---	---	---	---

VISION:

1. My leader provides (provide) a clear vision of who will do and what to do.

1	2	3	4	5
---	---	---	---	---

2. My leader provides (provide) a clear vision of where to go.

1	2	3	4	5
---	---	---	---	---

3. Because of my leader, I have a clear vision of our purpose.

1	2	3	4	5
---	---	---	---	---

IDEALISM:

1. My leader is (are) driven by higher purposes or ideals.

1	2	3	4	5
---	---	---	---	---

2. My leader has (have) a strong personal dedication to higher purposes or ideals.

1	2	3	4	5
---	---	---	---	---

3. My leader strives (strive) towards higher purposes or ideals.

1	2	3	4	5
---	---	---	---	---

CHARISMATIC LEADERSHIP

INSPIRATIONAL COMMUNICATION:

1. My leader shows (show) enthusiasm for my efforts.

1	2	3	4	5
---	---	---	---	---

2. My leader approaches (approach) a new project or task in an enthusiastic way.

1	2	3	4	5
---	---	---	---	---

3. My leader stresses (stress) the importance of our larger organization.

1	2	3	4	5
---	---	---	---	---

INTELLECTUAL STIMULATION:

1. My leader emphasizes (emphasize) the value of questioning members.

1	2	3	4	5
---	---	---	---	---

2. My leader encourages (encourage) me to rethink ideas which had never been questioned before.

1	2	3	4	5
---	---	---	---	---

3. My leader questions (question) the traditional way of doing things.

1	2	3	4	5
---	---	---	---	---

4. My leader seeks (seek) a broad range of perspectives when solving problems.

1	2	3	4	5
---	---	---	---	---

5. My leader looks (look) at problems from many different angles.

1	2	3	4	5
---	---	---	---	---

ORGANIZATIONAL CULTURE

1. I like the people I work with.

1	2	3	4	5
---	---	---	---	---

2. I sometimes feel my job is meaningless.

1	2	3	4	5
---	---	---	---	---

3. Communications seem good within this organization.

1	2	3	4	5
---	---	---	---	---

4. Those who do well on the job stand a fair chance of being promoted.

1	2	3	4	5
---	---	---	---	---

5. The benefits we receive are as good as most other organizations offer.

1	2	3	4	5
---	---	---	---	---

6. My efforts to do a good job are seldom blocked by red tape.

1	2	3	4	5
---	---	---	---	---

7. I find I have to work harder at my job because of the incompetence of people I work with.

1	2	3	4	5
---	---	---	---	---

8. The goals of this organization are not clear to me.

1	2	3	4	5
---	---	---	---	---

9. The benefit package we have is equitable.

1	2	3	4	5
---	---	---	---	---

10. I often feel that I do not know what is going on with the organization.

1	2	3	4	5
---	---	---	---	---

11. There is too much bickering and fighting at work.

1	2	3	4	5
---	---	---	---	---

12. My organization provides meetings and workshops on cultural diversity.

1	2	3	4	5
---	---	---	---	---

13. I am invited to attend all meetings to which employees at my level are invited.

1	2	3	4	5
---	---	---	---	---

14. I intend to remain with my current employer.

1	2	3	4	5
---	---	---	---	---

15. I am satisfied with my present work environment.

1	2	3	4	5
---	---	---	---	---

16. My supervisor involves me in the decision making process when appropriate.

1	2	3	4	5
---	---	---	---	---

17. I am confident that any report of a discriminatory act would be handled fairly in my organization.

1	2	3	4	5
---	---	---	---	---

INTRINSIC MOTIVATION

1. I like hard work because it is interesting.

1	2	3	4	5
---	---	---	---	---

2. I like the environment and try to also as much as I can do.

1	2	3	4	5
---	---	---	---	---

3. I would like to go for difficult assignments.

1	2	3	4	5
---	---	---	---	---

4. I give free hand to my leader to give me any assignment he likes.

1	2	3	4	5
---	---	---	---	---

5. I like difficult work because it makes me prominent.

1	2	3	4	5
---	---	---	---	---

6. Whenever my supervisor gives me any assignment he also gives me resources.

1	2	3	4	5
---	---	---	---	---

7. When there is some additional work I volunteer myself.

1	2	3	4	5
---	---	---	---	---

8. I consider it as honor if I am given any additional work even without any additional reward.

1	2	3	4	5
---	---	---	---	---

9. My supervisor does not believe in zero error syndromes. If I commit mistake my supervision protect me.

1	2	3	4	5
---	---	---	---	---

10. I do not need to inform my supervisor about every detail of my work.

1	2	3	4	5
---	---	---	---	---

11. My supervisor is cooperative and frequently asks my difficulties.

1	2	3	4	5
---	---	---	---	---

12. My supervisor also frequently asks about the welfare of my family, so I love to work in this organization.

1	2	3	4	5
---	---	---	---	---

13. In case of any bottleneck I can freely talk to my supervisor.

1	2	3	4	5
---	---	---	---	---

14. Whenever I complete any assignment successfully my supervisor appreciates me.

1	2	3	4	5
---	---	---	---	---

15. I and most of my fellow officers like the cooperative attitude of supervisor.

1	2	3	4	5
---	---	---	---	---

EXTRINSIC MOTIVATION

1. My organization look after my training needs.

1	2	3	4	5
---	---	---	---	---

2. As compare with the other professions I have less stress in my job.

1	2	3	4	5
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3. I am satisfied with my present salary.

1	2	3	4	5
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4. Organizations provide me loan facility.

1	2	3	4	5
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5. Sometime I get additional pay if I perform some additional work.

1	2	3	4	5
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6. Our medical facilities are very good.

1	2	3	4	5
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7. Mostly I attend office on time, I have flexible timing, incase of late in office I am never strictly asked.

1	2	3	4	5
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8. My supervisor keeps me motivated.

1	2	3	4	5
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9. I trust my supervisor.

1	2	3	4	5
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10. Our mistakes if any are usually rectified by our supervisor.

1	2	3	4	5
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11. I have no fear of negative reporting from my supervisor if I do not violate the rules.

1	2	3	4	5
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12. I receive all sorts of information directives required to perform my duty.

1	2	3	4	5
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13. I participate frequently in the departmental meetings and encouraged to give suggestions.

1	2	3	4	5
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14. I can freely discuss my official duties with my supervisor and seniors in the organization in case of difficulty.

1	2	3	4	5
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15. People are generally cooperative in my organization.

1	2	3	4	5
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