

# Leadership Styles and Employee Motivation among Non-Academic Staff in SMS College, ABUAD

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**Abstract:** This research seeks to empirically investigate the effect of leadership styles on employee motivation among non-academic staff in the College of Social Management Sciences in Afe Babalola University (ABUAD). Its specific objectives are to determine the relationship between: (i) transformational leadership style and employee motivation and; (ii) transactional leadership style and employee motivation. The study used a cross-sectional descriptive research design and data was collected using a close-ended questionnaire. Census sampling technique was adopted while simple linear regression and Karl Pearson's correlation methods were used. Findings show that leadership styles have an insignificant effect on employee motivation. It also shows that a strong positive relationship exists between transformational leadership style and employee motivation and a weak positive relationship exists between transactional leadership style and employee motivation. The implication of this is that superiors in the College should adopt more of the transformational leadership style.

## I. INTRODUCTION

Leadership is a significant driver of success in an organisation. Any organisation which is void of true leadership may be heading towards doom. The ability to influence employees to achieve organisational goals is a quality that must be present in an organisation if it seeks to succeed. And a leader is someone who does that. Jago (1982) has identified a leader as a person that influences the activities of group members to meet predetermined goals. According to Kemal (2015), a leader is someone that is a leader and a leader of a group, organization and institution and has a commanding influence or authority. According to Kemal (2015), a leader is someone who leads and has a commanding influence or authority and describes leadership as a position of a leader of a group, organisation or institution. He further established leadership to mean an acronym for "Listen-Enthusiasm-Aspiring-Decisive-Empower/Encourage-Responsible-Supportive-Humble-Inspire with Integrity-Plan". This description of leadership encompasses the major aspects of what leadership truly is about. And any organisation which is seen to possess these qualities, *ceteris paribus*, must succeed.

With leadership being about influencing people, it is pertinent to note that there are several styles through which people within an organisation can be influenced to achieve organisational goals. The style adopted by a leader in an organisation can either motivate his subordinates or demotivate them. Hence, it is the responsibility of such leader to adopt a style that can increase the morale of his subordinates and ultimately motivate them to higher

performance. Consequent upon this understanding, the purpose of this study is to assess the impact of leadership styles on employee motivation in the college of Social and Management Sciences (SMS), Afe-Babalola University Ado-Ekiti (ABUAD).

### 1.1 Research Questions

- i. What is the effect of leadership styles on employee motivation among non-academic staff in SMS College, ABUAD?
- ii. What association exists between transformational leadership style and employee motivation among non-academic staff in SMS College, ABUAD?
- iii. What kind of relationship exists between transactional leadership style and employee motivation among non-academic staff in SMS College, ABUAD?

### 1.2 Research Objectives

The broad objective of this study is to determine the impact of leadership styles on employee motivation in SMS College, ABUAD while its specific objectives are to determine the kind of relationship existing:

- i. Between transformational leadership style and employee motivation among non-academic staff in SMS College, ABUAD.
- ii. Between transactional leadership style and employee motivation among non-academic staff in SMS College, ABUAD.

## II. LITERATURE REVIEW

### 2.1 Transformational Leadership Style

Transformational leadership refers to the situation in which leaders want to invent new ideas and perspectives in order to create a new path for the organization to grow and prosper (Korejan & Shahbazi, 2016). This style of leadership is about the creation of new ways to doing things based on the vision of the leader. It involves the development of a vision that informs and expresses the mission of an organization and sets the basis upon which the organisation's strategies, policies and procedures are formulated and implemented (Mengesha, 2015). In this type of leadership, the leader uses his vision as the predictive tool to develop his followers, improve their intrinsic value and change their beliefs, perception, norms and values about a given endeavour. It is commonly believed that transformational leaders are usually visionary and charismatic

with a natural ability to motivate followers to achieve a given goal (Howell & Avolio, 1993).

Based on the visionary attribute of transformational leaders, they are known to be proactive, selfless, seek to improve the self-worth of their followers and assisting them in the achievement of predetermined goals. A transformational leader is one who sets the vision, brings to his followers' awareness the vision, empower them for the actualization of such vision, inspire them and guide them in the course of actualizing such vision.

Transformational leadership is believed to be of four different dimensions which are: inspirational motivation idealized influence, intellectual stimulation and individualized consideration. Idealised influence is concerned with the impact leaders have on their followers based on their attributes and behaviour. Here, leaders focus more on their followers' needs than their personal needs and refuse to use power arbitrarily on their followers (Deveshwar & Aneja, 2014). As a result, followers perceive or see their leaders as a model worth emulating due to their friendly behaviour. This also stimulates trust in the minds of the followers for their leaders. Individualised consideration refers to a situation where the leader relates with every of his followers on individual basis. Here, the leader is more concerned about the individual interests and skills of his subordinates and relates with them on that basis. Intellectual stimulation refers to the accommodative atmosphere created by the leader where the creativity and innovation of his followers are not rejected but modified in consistence with his vision. The leader encourages his followers to suggest new ideas and approaches to solve a given problem or achieve predetermined goals. Finally, inspirational motivation is concerned with the methods leaders provoke their followers to work by establishing an idealized vision and emphasizing the possibility of achieving it and communicating the need to be optimistic about the future.

## 2.2 Transactional Leadership Style

Max Weber was the scholar who introduced this term into the body of knowledge. Ohunakin and Akintayo (2016) revealed that Weber described transactional leadership as that leadership by regulation, rigorous discipline and systematic control. This means that transactional leadership is one characterized by a formal and rigid interaction between leaders and subordinates. In the words of Avolio, Waldman, and Yammarino (1991), transactional leadership is an interaction between leaders and subordinates on how a task must be executed and the rewards attached for a well accomplished job. This definition shows that leaders only tend to communicate with subordinates about a given task and seeks to motivate them to accomplishing such task by informing them about the reward attached to it. This is affirmed by Burns (2010) who described transactional leadership as a "give and take" kind of work relationship. Transactional leadership is a process of exchange, as per Mengesha (2015), characterized by the fulfillment of

contractual obligations and involves the establishment, monitoring and control of results. Therefore, transactional leadership can be described as that form of leadership where leaders compel subordinates to execute a given task by the awareness of reward. Here, leaders are not concerned about the personal interests of their subordinates rather are concerned with tasks being done and done excellently. It is more of a task-oriented approach than subordinate-oriented.

In the literature, transactional leadership is known to have three major dimensions. These include: contingent reward, management by exception (passive) and management by exception (active). The dimension of contingent reward refers to the leader's communication of tasks and expectations to subordinates and the rewards attached to such tasks when expectations or standards are met. Management by exception (passive) is a situation where leaders only intervene in the work process of subordinates when mistakes or noncompliance might have occurred (Antonakis, Avolio, & Sivasubramaniamc, 2003). Management by exception (active) refers to a situation where the leader is actively involved in monitoring and ensuring initial expectation and standards are met.

## 2.3 Employee Motivation

The motivation of employees is an aspect that management no longer pays lip service to. Every organization strives to ensure they have a highly motivated workforce so as to ensure improved organizational performance. The word "motivation" comes from a Latin word, "movere," that means "moving" (Mohsan, Nawaz, Khan, Shaukat, & Aslam, 2004). Motivation is seen as the drive or power that triggers persons to work enthusiastically and persistently towards achieving their objectives, according to Berman, Bowman, West and Wart (2010). It is the liveliness to actively and persistently pursue a worthy goal. Jain, Gupta and Bindal (2019) defined it as a factor that forces people to achieve the best possible goals. It is an action that triggers the action of an employee(s) to attain some goal or satisfy his psychological needs (George & Sabapathy, 2011). In further defining employee motivation, Robbins and Judge (2008) described it as a process which explains the intensity, direction and persistence of an individual's efforts to achieve a particular objective. From this definition, Faisal, Husam, Faiz and Dia (2017) deduced motivation to be of three dimensions which are: intensity, direction and persistence. According to them, intensity is about how hard an individual attempts an effort and the intensity is of no use if it is not channeled in a direction that contributes to organizational success while persistence is about how long an individual can sustain efforts.

## 2.4 Leadership Styles and Employee Motivation

In every organization, structures are put in place to ensure accountability. Subordinates are given responsibilities and required to be accountable to their superiors. It should be noted that the measure of subordinates' performance is consequent upon the leadership style adopted by their superiors. The leadership approach implemented is a

significant factor in either motivating or demotivating employees. When employees are motivated, their commitment and performance tends to increase and vice versa. Due to this, every leader is required to identify the best leadership style that can stimulate employees' motivation for organizational success.

## 2.5 Theoretical Framework

### 2.5.1 Expectancy Theory

The expectancy theory was developed by Victor Vroom in 1964 and it states that the level of efforts or performance of employees is determined by the worth of rewards preconceived by them. Employees will tend to increase their efforts or performance when they perceive their rewards will be commensurate to the efforts put in. In an event when employees would have exerted a high level of effort and are in expectation of a commensurate reward, if such is not given to them, they tend to become dissatisfied and demotivated. This theory is relevant to this discourse in that it gives a better understanding of the transactional relationship subordinates have with leaders.

### 2.5.2 Theory Z

This theory was propounded by an American economist and management scholar William Ouchi in 1981. The theory is based on the assumption that employees need enormous support in their organizations to carry out their tasks effectively. The theory assumes that employees desire a strong connection and collaboration with themselves and their organization. Here, employees are willing to work but require sufficient support of management for maximum performance. The relevance of this theory is premised upon the fact that it supports the idea of the transformational leadership style in that subordinates need to be provided the needed support in order to achieve organizational goals.

## 2.6 Empirical Review of Literature

The impact of leadership studies on employee motivation at Haramaya University was investigated by Mengesha (2015). Using correlation analysis, the primary data used for this study were analyzed. Findings from the study revealed that transformational and transactional were the dominant leadership approaches in the university and employees were moderately motivated. The study concluded that transformational leadership approach had strong impact on the motivation of employees.

The relationship between transactional leadership and job satisfaction among the guesthouses of universities in South-East Nigeria was examined by Ohunakin and Akintayo (2016). The study made use of primary data which was analysed using correlation method. Results showed a weak positive relationship between transactional leadership style and job satisfaction of employees. And concluded that an increase in the adoption of transactional leadership style will yield a (weak) increase in the job satisfaction of employees.

## III. METHODOLOGY

This study adopted the cross-sectional descriptive survey and in generating the sample, census sampling method was used. A justification for the use of this sampling technique is that the study's population is very small; hence, all members of the population had to be included in the study's sample. A sample of 11 non-academic staff was used in the study. Data was collected using a close-ended questionnaire and were analysed with the aid of regression and correlation analysis using the Statistical Package for Social Sciences (SPSS, v. 20.0).

The instrument for research was divided into three parts. The first part contains the socio-demographic characteristics of the respondents, such as gender, age, marital status, education, religion, ethnicity, and employment duration. While the second and third parts contain the items related to the study's variables. The second section contains 12 items relating to the two leadership styles used in the study – transformational and transactional leadership styles while the third section contains 6 items relating to the dependent variable – employee motivation. Questionnaire items as pertaining to the variables of the study's topics were placed on a 3-point Likert Scale: *1-Agree, 2-Indecisive, 3-Disagree*.

## IV. RESULTS

As concerning the socio-demographic characteristics of the respondents, the study's findings revealed that more female staff (54.5%) participated in the study than their male counterparts (45.5%). It also showed that most of the staff are married (90.9%) and of the least age of 31 years. Furthermore, as regards their education, a higher fraction (72.7%) of the respondents have a B.Sc. degree while concerning religion, 90.9% of the respondents are Christians. In the aspects of ethnicity and employment duration, 81.8% of respondents are Yorubas and 54.5% of the entire respondents have an employment duration of less than 2 years with the firm.

In Table 4.1 below, the Model Summary indicates the Adjusted R Square to be 0.177. This means that 17.7% of the variance of employee motivation can be explained by leadership styles. Questionnaire items on transformational and transactional leadership styles were combined to form the leadership style which became the predictor variable on employee motivation. Also, Table 4.2 gives a presentation of the study's model to be insignificant. This is based on the fact that the p-value which is 0.110 is seen to be higher than the significance level of 0.05. It can therefore be said that leadership style has an insignificant impact on the motivation of employees since both the ANOVA and Regression Coefficient Tables reveal the same.

George L., Sabapathy T. (2011), Work Motivation of Teachers: Relationship with Organizational Commitment,

Canadian Social Science, 7, 1, 90-99.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 <sup>a</sup>	.259	.177	2.10839

a. Predictors: (Constant), Leadership Styles

Table 4.1.2

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13.992	1	13.992	3.148	.110 <sup>b</sup>
	Residual	40.008	9	4.445		
	Total	54.000	10			

a. Dependent Variable: Employee Motivation  
b. Predictors: (Constant), Leadership Styles

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.875	1.873		2.069	.068
	Leadership Styles	.173	.097	.509	1.774	.110

a. Dependent Variable: Employee Motivation

Table 4.1.3

Table 4.2 below is a representation of the correlation coefficient between transformational leadership and employee motivation. In the table below, the Pearson correlation coefficient is seen to be at 0.516. This shows that a moderate positive relationship exists between transformational leadership and employee motivation. While in Table 4.3 below, which is a representation of the correlation coefficient between transactional leadership and employee motivation shows that a low positive relationship exists between transactional leadership and employee motivation.

Table 4.2:

		Transformational Leadership	Employee Motivation
Transformational Leadership	Pearson Correlation	1	.516
	Sig. (2-tailed)		.104
	N	11	11
Employee Motivation	Pearson Correlation	.516	1
	Sig. (2-tailed)	.104	
	N	11	11

Table 4.3:

		Transactional Leadership	Employee Motivation
Transactional Leadership	Pearson Correlation	1	.432
	Sig. (2-tailed)		.184
	N	11	11
Employee Motivation	Pearson Correlation	.432	1
	Sig. (2-tailed)	.184	
	N	11	11

V. DISCUSSION OF FINDINGS

This study sought to amplify the significance of leadership to the motivation of employees. Employees must be motivated to increase corporate commitment and ultimately to improve performance. The study revealed that the adoption of leadership styles will have an insignificant impact on the motivation of employees. This seems to contradict the study of Sougui, Bon, Mahamat, and Hassan (2017) who revealed that leadership styles have an important influence on the motivation of employees. A reason for the difference in the findings of both studies could be the difference in geographical scope of the studies.

Furthermore, findings from this study revealed a moderately positive relationship between transformational leadership style

and employee motivation which is consistent with that of Mengesha (2015), Alghazo and Al-nazi (2016). This result shows that as there is an increase in the use of transformational leadership style, there is also an (moderate) increase in employee motivation. This implies that the presence of idealized influence, intellectual stimulation, individualized consideration and inspirational motivation motivates employees to do more on their job.

Moreover, this research showed that a low or weak positive relationship exists between transactional leadership style and employee motivation. This means that an increase in the adoption of transactional leadership style will also yield an increase in employee motivation but to a very low degree. It can therefore be deduced that the transformative style of leadership from the study appears to be more positively correlated with employee motivation than transactional management.

## VI. CONCLUSION AND LIMITATION OF THE STUDY

This research aimed at investigating leadership styles effects on employee motivation. Specifically, the study's objectives were to establish the kind of relationship existing between transformational, transactional leadership styles and employee motivation. In achieving the study's objectives, quantitative approach was used. Results from the study indicated that leadership styles have an insignificant impact on employee motivation. However, it further showed that transformational leadership style was more positively correlated with employee motivation than transactional leadership style. The implication of this is that superiors in the college should use more of transformational leadership style in interacting with their followers. A major limitation of this study is the very small sample size used in arriving at its conclusion. The sample is not sufficient enough to draw a confident conclusion on the issue of leadership style and employee motivation. Hence, this questions the validity of its claim. Therefore, future studies should ensure the use of a larger sample in the examining the effect of transformational and transactional leadership styles on employee motivation.

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