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# Leadership Styles and Employee Motivation in Qatar Organizations

Anas Al Haj  
*Walden University*

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# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Anas Al Haj

has been found to be complete and satisfactory in all respects,  
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Walden University  
2017

Abstract

Leadership Styles and Employee Motivation in Qatar Organizations

by

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MSc, University of Bedfordshire, 2007

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Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2017

## Abstract

Organizations in the public sector in Qatar have a reputation for delivering inefficient services. Leaders lack an understanding of motivational factors affecting public sector employee performance. The purpose of this correlational research was to examine the relationship between leadership styles and employee motivation in public companies in Qatar. The independent variables were the transformational, transactional, and passive-avoidant leadership styles. The dependent variable was employee motivation. The moderator variables were employee age and salary. A sample of 92 employees from 4 public sector organizations in Qatar responded to the online survey. The full range leadership theory served as the theoretical foundation for describing leadership styles of managers as perceived by employees. Self-determination theory served as the theoretical foundation for describing employee motivation. A hierarchical regression model was developed, and results of the study indicated a significant positive correlation between transformational and transactional leadership styles used by managers and employee motivation levels, with a standardized beta coefficient ( $\beta$ ) above 0.6, and a significant negative correlation between passive-avoidant leadership style and employee motivation levels, with a standardized beta coefficient ( $\beta$ ) below -0.57. Age moderated the relationship between transformational leadership and motivation. Salary moderated the relationship between passive-avoidant leadership and motivation. Leaders of public organizations in Qatar may use the results of this study to better support employee motivation and engagement. The study may contribute to social change by helping managers improve organizational performance and increase efficiency levels.

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## Dedication

I would like to dedicate this study to my parents, Omar and Hanna; my wife, Sundos; and my kids, Batool and Ibraheem. Thank you all for your continued support throughout my academic pursuits. A special thank you to my wife, Sundos, for her never-ending support while I completed this study, for understanding the sacrifice we had to make as a family, and for her patience during times when things were looking so difficult. Thanks to all for believing in me.

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## Section 1: Foundation of the Study

Lack of motivation and reduced interest in productivity among employees in public-sector organizations exist in many regions around the world (Aldulaimi & Sailan, 2012; Aziz, Silong, Karim, & Hassan, 2012; Cheng, 2015; Cowley & Smith, 2014). Cowley and Smith (2014) suggested that managers and leaders in public sector organizations need to improve their understanding of how intrinsic and extrinsic motivation affect the performance of their employees and reframe their views concerning techniques for motivating them. Aziz et al. (2012), in their study of leadership practices in the public sector, found that workers in the public sector are less extrinsically motivated than their private sector counterparts and concluded that poor communication of organizational mission by their managers was a significant cause of this deficit. Administrators of public sector organizations can improve their organizations' services only if they are able to motivate their employees and assure that their employees are committed and productive (Cheng, 2015).

Organizations in Qatar have had a reputation for delivering services that are late and over budget (Aldulaimi & Sailan, 2012). Aldulaimi and Sailan (2012) suggested that improving employee motivation within organizations in Qatar is important for enhancing productivity, sustainability, and public trust in services for citizens and residents. Aldulaimi and Sailan further recommended that Qatar prioritize building strong and steady organizations to achieve Qatar's National Vision of 2030 for social development, human improvement, and the establishment of a suitable environment.

In this study, I explored relationships between leadership style and level of employee motivation in the public sector in Qatar and attempted to provide a basis for determining what leadership styles may prove most helpful in raising public employees' levels of motivation and improving organizational performance. In Section 1 of this study, I present a detailed brief about the business problem that I addressed and my reason for focusing on such a problem. This section also includes an explanation of the study's design and methodology. The literature review portion of Section 1 presents a discussion of recent literature on the subject of managerial approaches to motivating employees.

### **Background of the Problem**

In Qatar, public sector employees earn higher wages than employees in the private sector. The average wages of public sector employees is \$4,006 a month, while the average in the private sector is \$1,476 (Qatar Statistic Authority, 2011). In the current situation in Qatar, where the number of available public sector jobs exceeds the number of available workers to fill them, public sector employees may not respond positively to administrative initiatives for motivating employees to work more productively (Williams, Bhanugopan, & Fish, 2011). Employees tend to feel that if their employer is not satisfied with their work, then changing jobs is the easiest option (Williams et al., 2011).

Finding ways to motivate public sector employees to work at a higher level of productivity is a challenge among rapidly emerging government-controlled industries (Cheng, 2015). The challenge is bigger in Qatar, where high pay, short hours, full benefits, and guaranteed job security even for low skilled workers tend to render many

public sector employees complacent and unproductive, requiring employment of a large number of foreign workers to improve productivity levels (Berrebi, Martorell, & Tanner, 2009). While other factors could contribute to degrading the productivity of Qatar's public sector employees, the practice of their leaders is a possible factor to examine.

### **Problem Statement**

Employees in the public sector in Qatar enjoy short working hours, light workloads, long holidays, and a deeply rooted belief that their job is a job for life. In 2012, more than 83% of Qataris chose to work for public sector organizations to participate in guaranteed employment and benefits (Qatar Social Statistics, 2014). The choice of working in the public sector has the effect of diminishing incentives to acquire valuable skills and improve performance (Aldulaimi & Sailan, 2012). The general business problem is that employees in the Qatar public sector, because of guaranteed employment, do not acquire skills to improve organizational performance (Williams et al., 2011). The specific business problem is that some public sector Qatari managers do not know the relationship between leadership type and employee motivation, and the extent to which age and salary moderate the relationship (Williams et al., 2011).

### **Purpose Statement**

The purpose of this quantitative correlational study was to examine the relationship between leadership styles and the level of employee motivation in the public sector in Qatar, and to examine whether this relationship is moderated by age and salary. The independent variables were perceived propensities toward transformational, transactional, and passive-avoidant leadership styles. The moderator variables were



employee age and employee salary. The dependent variable was employee motivation. The target population was employees working in public sector organizations in Qatar. The study's implications for positive social change include the potential to improve Qatar's customer service experience, efficiency, and the provision of appropriate feedback to customers.

### **Nature of the Study**

A quantitative method is suitable when the researcher's objective is to examine the relationships between two or more variables without manipulating the variables (Chintaman, 2014). A quantitative correlational design is suitable when a researcher seeks to produce results that can be generalizable to a population larger than that of a study's sample population (Chintaman, 2014). Ultimately, I determined whether a change in one variable (leadership style) coincided with a change in a second variable (level of employee motivation) without implying causation.

Qualitative research involves (a) concepts, (b) specific research questions, (c) phenomena, (d) verbal data, (e) human experience, (f) and generalizations (Bernard, 2013). Chintaman (2014) posited that researchers tend to apply qualitative research methods when they seek to study views of individuals, progressions over time, and perspectives of participants. Quantitative researchers seek to apply preformatted and confirmed research tools to collect data from a larger number of participants than would be convenient for a qualitative study that poses open-ended questions (Plonsky & Gass, 2011). The value of using a larger sample population for studying employee motivation under various conditions of leadership is that a larger sample enables a greater degree of

reliability, if not greater psychological insightfulness of results (Plonsky & Gass, 2011). With the intent of this study to examine the relationship between leadership style and employee level of motivation by analyzing numerical data through noninterpretative means, a quantitative research method was the best approach.

The purpose of using a correlational design for this study was to examine the relationship between the leadership style of public sector managers and the motivation of the employees, and to determine whether the moderators, age and salary, affect the relationship. The quantitative data I collected were more suited to this type of analysis. The main reason for choosing a correlation design instead of a casual comparative or experimental design was that correlation research enables the researcher to examine the relationship of several variables in one study. A correlation design yields knowledge regarding the extent and nature of the relationship between the variables of interest to enable addressing the primary research question and its derivative hypotheses (Su & Zhang, 2013). Other designs are appropriate when the researcher seeks to assess a degree of cause and effect (Chintaman, 2014).

### **Research Question**

The objective of this quantitative research study was to examine the relationship between leadership styles and the level of employee motivation from the public sector in Qatar, and to determine the extent to which an employee's age or salary may affect this relationship. I answered the following research questions:

*Research Question 1:* Is there a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and if so, is this relationship moderated by employee age?

*Research Question 2:* Is there a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and if so, is this relationship moderated by employee salary?

*Research Question 3:* Is there a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation, and if so, is this relationship moderated by employee age?

*Research Question 4:* Is there a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation, and if so, is this relationship moderated by employee salary?

*Research Question 5:* Is there a statistically significant relationship between perceived propensities of passive-avoidance leadership style and employee motivation, and if so, is this relationship moderated by employee age?

*Research Question 6:* Is there a statistically significant relationship between perceived propensities of passive-avoidance leadership style and employee motivation, and if so, is this relationship moderated by employee salary?

### **Hypotheses**

In this research, I tested the following three pairs of null and alternate hypotheses to determine the extent and nature of any correlation between each designated value of the independent variables and the dependent variable:

*H1<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*H1<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and this relationship is moderated by employee age and salary.

*H2<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

*H2<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation, and this relationship is moderated by employee age and salary.

*H3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*H3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation, and this relationship is moderated by employee age and salary.

### **Survey Questions**

I tested the central hypotheses by employing quantitative values for employees' estimated level of motivation and by assessing relationships between the aggregated survey results. I tested the subsidiary hypotheses using Baron and Kenny's (1986) method of moderation analysis to determine the effect of age and salary on the relationship between leadership style and motivation. Appendix A contains a partial list of questions from the Multifactor Leadership Questionnaire (MLQ; 2004), for which I

purchased a license (see Appendix B) for use in the study. The publisher does not grant permission to publish the entire text of the measurement tool. Appendix C contains a full list of items from the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), as the publishers, Tremblay, Blanchard, Taylor, Pelletier, and Villeneuve (2009), have made the use of the tool free without restrictions. Appendix D contains the full list of demographic questions.

## **Theoretical or Conceptual Framework**

### **Leadership Theories**

Leadership is critical to the ongoing success of organizations in every sector of today's competitive global business markets. Leadership styles have significant effects not only in small businesses, but also in the world's largest corporations. Without strong leadership, organizations in the private sector are susceptible to stagnating and losing credibility and profitability (Lian & Tui, 2012). Leadership in public sectors worldwide is subject to the same needs and risks, even if it tends to differ structurally from private sector leadership (Lian & Tui, 2012). Where private and public sector leadership tend to differ most is in their approaches to employee motivation and in their approach to involving employees in decision making. Leadership style can have a significant effect on employees regardless of the sector or organizational purpose (Lian & Tui, 2012). Leadership style influences the psychosocial environment of a workplace and can have beneficial or damaging effects on teamwork and productivity (Bildstein, Gueldenberg, & Tjitra, 2013).

I relied on the full range leadership (FRL) theory (Schweitzer, 2014) as a theoretical basis for this research. The FRL designates three distinct leadership styles, transformational, transactional, and passive-avoidant leadership, and measures the three styles in terms of eight leadership aspects. Four of these aspects are features of transformational leadership, two are features of transactional leadership, and two are features of passive-avoidant leadership (Schweitzer, 2014).

### **Employee Motivation Theories**

Employee motivation is a difficult construct to define; therefore, numerous theories concerning it exist. Aisha and Hardjomidjojo (2013) defined employee motivation as a worker's need to accomplish job-related objectives that, although difficult, will garner social approval. Louise and Botha (2014) posited that employee motivation is present when the employee has willingness to work, attention to job requirements, effort, and persistence. Investigating employee motivation necessarily involves examining factors that promote sustained productivity in the workplace. I based the study principally on self-determination theory (SDT).

SDT is a macro theory describing the nature of motivation, character development, and well-being (Tremblay et al., 2009). SDT's fundamental principle is that people are active and seek growth in different aspects of life. SDT embodies the further assumption that people seek integration of their instinctive factors into a combined sense of self and integration into a larger group of people (González-Cutre & Sicilia, 2012). Although psychological growth and integration tendencies normally occur in a person's progress toward self-determination and the well-being that accompanies it, negative

environmental and social factors can disrupt these processes (González-Cutre & Sicilia, 2012).

SDT provides a useful basis for explaining the positive personal and social value of activities that people find appealing, challenging, and satisfying. SDT differentiates between extrinsic motivation, which comes from outside an individual in the form of expected tangible or intangible rewards (e.g., bonus pay, gratitude), and intrinsic motivation (e.g., self-esteem, contentment), which arises from inside an individual and may not require or incur external reward (Roch & Haar, 2013). Both types of motivation contribute to determining the degree to which individuals internalize their employers' objectives (Moran, Russinova, Yim, & Sprague, 2014).

### **Moderator Theory**

A review of theories and literature on the potential moderating effects of age and salary on the relationship between employees' motivation and their leadership style did not yield any studies. However, Sawati, Anwar, and Majoka (2013) reported that the relationship between transformational leadership and leaders' ratings of team efficiency is positive when the leader is older than the rest of the team members. Sawati et al. also suggested that the higher the employees' age and position at work, the less preference they express for task-oriented leadership behavior or receiving structured instructions from the leader. Tipu, Ryan, and Fantazy (2012) asserted that effective leaders use low structuring with more mature employees.

Gellert and Schalk (2012) suggested that aging employees' intergenerational cooperation and the perception of older employees' capabilities considerably influence

perceived work quality. Gellert and Schalk further indicated that a leader must understand the effects of leadership style on different age groups because that helps them to manage aging work teams properly. I therefore used moderation analysis to examine whether age and salary are significant factors in moderating the relationship between leadership style and level of motivation.

### **Operational Definitions**

The terms listed represent terms needing further description. For the purposes of the research, the following definitions apply to the significant terms in the study.

*Authoritarian leadership:* Authoritarian leadership is a leadership behavior in which leaders assert absolute authority, exercise control over subordinates, and demand unquestioning obedience (Schuh, Zhang, & Tian, 2013).

*Contingent reward:* Contingent reward is what a leader offers in return for employees fulfilling clearly posted and mutually agreed-upon objectives that he or she has provided them with sufficient resources to accomplish (Abdul & Javed, 2012).

*Delegative leadership:* Delegative leadership is a leadership style in which leaders assign considerable responsibility for decision making to lower level managers and employees (Abdul & Javed, 2012).

*Idealized influence (attribute):* Idealized influence (attribute) is the aspect of a leader's personality that indicates whether an individual is powerful and confident and is perceived as concentrating on higher order ideals and principles (Schweitzer, 2014).

*Idealized influence (behavior):* Idealized influence (behavior) is the behavior of a leader that he or she practices under the influence of principles, attitudes, and a sense of



purpose (Schweitzer, 2014).

*Individualized considerations:* Individualized consideration is a leadership behavior that leaders adopt when they have a priority to earn the loyal support of coworkers (Schweitzer, 2014).

*Inspirational motivation:* Inspirational motivation is a leadership practice that involves encouraging workers by setting ambitious objectives for them and expressing faith in their ability to attain the objectives (Bi, Ehrich, & Ehrich, 2012).

*Intellectual stimulation:* Intellectual stimulation is the projection of questions or ideas by a leader for provoking creative thinking among workers as a means for overcoming difficulties in achieving assigned objectives (Bi et al., 2012).

*Laissez-faire leadership style:* Laissez-faire leadership style is an approach to (or avoidance of) leadership in which a leader allows followers complete freedom with regard to decision making and approaches to accomplishing tasks (Abdul & Javed, 2012).

*Participative leadership:* Participative leadership is a hallmark of what is often termed *organizational democracy* (Abdul & Javed, 2012).

### **Assumptions, Limitations, and Delimitations**

#### **Assumptions**

Assumptions are sufficient conditions that guarantee the validity of the subsequent findings; violations by no means necessarily invalidate those findings (Bernard, 2013). I based the study on the assumption that the four selected public sector organizations that participated in this study are representative of the Qatari public sector in general. In addition, I assumed that the demographic characteristics of the sample

population of employees are representative of the general population of Qatari public sector workers. Another assumption was that the employees from the four Qatari public sector organizations would respond to the survey questions accurately and honestly. The fact that the managements of the four organizations approved the participation of their employees in the study was likely to encourage participants to respond to the survey. Another assumption was that participants would have sufficient knowledge of the language (English) used in the survey to provide relevant and comprehensive responses.

### **Limitations**

Limitations or weaknesses exist in every study, but if addressed properly, limitations do not necessarily detract from a study's value (Bernard, 2013). Employees' level of motivation and performance within the public sector in Qatar were the exclusive focus and geographical domain of this research study. Exploring causation effects of employee motivation or performance was not part of this research study. Although the study results provided information regarding the relationship between leadership style and employee motivation, the results of the study may not suggest motivation techniques for employees. Another potential limitation was the reliance upon data derived from online surveys, which may have caused a reduction in the number of available participants. Online surveys generally have a lower response rate than offline surveys (Ju Ing & Ing, 2012). I addressed this limitation by inviting a sufficient number of potential participants to maximize the probability of enlisting a sample of 77 participants.

**Delimitations**

The delimitations of any research study include factors that define the scope or boundaries selected by the researcher (Bernard, 2013). The study sample included employees from four organizations out of approximately 45 organizations in the public sector in Qatar. The study focused on full-governmental organizations, so the results of the study may not apply to semi governmental organizations such as the Al Jazeera Group and Barwa Construction. The objectives for this study did not include an intention to explore the social and business realities of regions, sectors, or industries.

**Significance of the Study****Contribution to Business Practice**

Well-developed public sector services provide significant improvements to business and economy through the quality and speed of public services, which makes a difference to businesses' ability to perform, grow, and export. The performance of employees in the public sector affects a wide range of areas of Qatari life, including (a) health, (b) education, (c) security, (d) environment, (e) commerce, (f) manufacturing, and (g) sports. Hence, many industries suffer if the public sector is not effective. Public sector involvement in economic development, while not always successful, often stems from legitimate concerns about government spending, social impact, and political pressure. Cheng (2015) ranked worker motivation level along with degree of educational attainment and economic growth as an important factor in determining a nation's economic success.

Studying the relationship between leadership style and employee motivation may also contribute toward creating more efficient public sector organizations (Graves & Luciano, 2013). Graves and Luciano (2013) claimed that in addition to having a significant impact on employee performance, leadership style affects the relationship between employees and their organizations. A key factor in this relationship is employees' motivations to perform effectively. Cheng (2015) found that the concept of motivation within the public sector workplace is something that managers generally recognize but unfortunately do not often address in practice.

In 2013, the public sector in Qatar increased the employment rate of Qatari nationals to 94% in comparison to 81% in the year 2006 (Aldulaimi & Sailan, 2012). This figure, coupled with the low productivity of Qatari nationals, poses a problem. With \$235 billion worth of investment for projects in the infrastructure and services sectors over the next 5 years, the question remains as to who will execute these projects. I used the results from the study to offer recommendations based on up-to-date empirical data collected from Qatari public sector employees. I also used the results from the study to show how variations in leadership style may enable employees' managers to improve employee motivation and increase productivity.

While Qatari leaders are constantly creating large numbers of new high-paying jobs, considerable doubt exists as to whether Qatar's workforce is motivated enough to perform them effectively (Aldulaimi & Sailan, 2012). Analysis and understanding of the data may help to yield strategies for increasing employee motivation in the public sector. The enhancement of employee motivation could improve productivity and efficiency of

employees, lead to achievement of organizational goals, and make it possible to address the needs of Qatar's private businesses.

### **Implications for Social Change**

People expect their countries to improve performance and achieve efficiency in their public sector while containing public spending. The composition of the public sector varies among countries, but in most countries, the public sector includes such services as (a) police, (b) passports and immigration, (c) public infrastructure, (d) public transportation, (e) education, (f) healthcare, and (g) delivering social security. Policy makers should have a good understanding of any public sector implication.

By studying the implications of leadership on employees' development, management in the public sector may help employees become better at performing tasks. Investigating phenomena in this sector and suggesting solutions could have major implications for social change. The efficiency of public services is important for the general contentment and well-being of a populace, whose members expect a return of benefits from the taxes they pay.

### **A Review of the Professional and Academic Literature**

To understand the extent and nature of any correlation between leadership and motivation, I conducted a review of literature regarding the correlation of organizational leadership styles and level of employee motivation in the public sector in Qatar. This section includes (a) a brief overview of the citations used in the study, (b) historical information on the public sector in Qatar, (c) a summary that substantiates the rationale or theoretical framework for the study, (d) a brief discussion of the research variables,

and (e) comparison and contrast of different points of view on the topic. I also present how this study relates to previous research and findings.

### **Documentation**

Researchers conduct literature reviews to build a framework of information about a certain topic and to establish a gap in the literature that deserves further study (Plonsky & Gass, 2011). My review of literature uncovered knowledge regarding leadership and employee motivation. When I conducted separate searches for *leadership* and *motivation*, the results were adequate. When I searched for the terms *leadership* and *motivation* together, results were limited. When I conducted the search using key words related to the public sector in Qatar, I could not find any information.

The literature review included a search of various journal databases, the library of Walden University, and other online sources. The subject areas in which I searched for literature included business, management, and psychology. The literature review consisted of assessing 108 peer-reviewed articles, 86% of which were published between 2011 and 2015. The main search keywords used included *employee motivation, public sector in Qatar, MLQ and leadership, transformational leadership, transformational leadership and motivation, management style in the public sector, and leadership and motivation*.

### **A Brief History of the Public Sector in Qatar**

Public sector employees have a reputation for being lazy and unproductive (Cowley & Smith, 2014). The public sector in general includes a high proportion of aging employees who are particularly difficult to motivate (Cowley & Smith, 2014). Some

employees in the public sector respond poorly to efforts by management to increase their enthusiasm. In most countries, public sector employment is subject to a set of special laws that differ from those that regulate and protect workers in the private sector. The job security of public sector employees is higher, and their motivations and work values differ from those of employees in the private sector (Van, Kuipers, & Groeneveld, 2015).

Previous research on public and private organizations showed that public sector employees are less extrinsically motivated compared to their private sector counterparts (Nawa et al., 2011). Cowley and Smith (2014) provided evidence of key differences between the business practices of public and private organizations and concluded that many practices inherent to one sector are not transferrable to the other. Cheng (2015) found that organizations in the public sector seemed more bureaucratic and that their predominant leaders were less materialistic and less committed to their organizations than their private sector equivalents. Cheng claimed that public sector organizations need to find ways to motivate employees while seeking better performance and decreasing their budgets.

Up to 98% of employed nationals in the Gulf countries, which include Bahrain, Kuwait, Oman, Qatar, UAE, and Saudi Arabia, work in the public sector (Cummings, 2013). In Qatar, government organizations continue to experience high levels of inefficiency and disappointing levels of employee performance. In response, the Qatari government has been trying to improve the country's infrastructure and services and to promote Qatar as a player in the international arena (Aldulaimi & Sailan, 2012). Following massive developments in Qatar's exploitation of its oil and gas resources, the

country has experienced phenomenal growth in cash flow in most sectors, making Qatar one of the wealthiest nations in the world. This recent boom, while it has improved the quality of life of the Qatari people, has also created serious problems.

In Qatar, as in most of the Gulf Cooperation Council countries (GCC), expatriate employees dominate the private sector while domestic employees prefer to work in the public sector. The Labor Force Sample Survey (Qatar Statistic Authority, 2011) showed three-quarters of the overall Qatari labor force working in the public sector. With so much of its economy powered by government employment, the government of Qatar should show concern about developing a workforce that is capable of coping with the challenges of the global marketplace (Qatar Statistic Authority, 2011).

Many factors contribute to Qataris' preference for the public sector over the private sector; perhaps principal among them is that many Qataris lack the requisite skills for competing for high-paying private sector jobs yet refuse to accept employment at lower skill levels because of the lower wages the private sector offers (Berrebi et al., 2009). Beyond their disadvantage in pay, lower paying private sector jobs are unattractive to Qataris because of a cultural bias they have against occupations involving substantial manual labor. If a managerial position is not available in the private sector, Qataris prefer to work at public sector jobs where managers lack the ability to punish poor performance (Berrebi et al., 2009). Many public sector managers, when dissatisfied with an employee's performance, will simply instruct him or her not to come to work but without discontinuing his or her salary.



Under current policy, Qatari citizens receive benefits from the government whether they chose to work in the public or private sector (Berrebi et al., 2009). Qatari citizens are eligible for a piece of land as a gift to build a home, plus a mortgage benefit if they earn a steady income, which is more likely for those who work in the well-paying public sector. Data from the 2011 Labor Force Survey (Qatar Statistic Authority, 2011) demonstrated a significant discrepancy between average monthly wages earned in the private and public sector, with the latter being 270% larger. This calculation did not account for the 60% salary increase that all Qatari public sector employees received in October 2011 (Habib, 2011), so the calculation actually underestimates the current discrepancy. Qatari public sector employees receive more retirement income than their private sector counterparts (Qatar Statistic Authority, 2011).

Apart from the disincentive of lower pay and retirement income, private sector jobs fail to attract Qatari workers because they offer less job security than jobs in the public sector. The lack of job security for Qataris in the private sector is the result of the competitive pressure presented by the pool of skilled foreign workers who are available to work such jobs, a pressure that does not exist in the public sector, where citizens of Qatar may receive job offers anytime. More than 70% of Qatari employees working in government organizations spend more than 5 years working in the same job, compared to only 31% of employees in the private sector (Berrebi et al., 2009).

Berreby et al. (2009) pointed out that high pay, generous retirement income, and protection against being disciplined or fired for poor performance contribute to chronic overstaffing and low productivity in Qatar's civil service bureaucracy. The Qatar General

Secretariat for Development Planning (2011) has cited improving the public sector's performance as one of its principal objectives, and its achievement is necessary for fulfilling the broader economic, social, and environmental promises of the 2030 Qatar National Vision.

### **The Theoretical Framework of the Study**

The idea behind the full range leadership (FRL) theory is that there exists a constellation of leadership styles or behaviors ranging from transformational to passive. The FRL theory is equipped with a comprehensive toolbox, which is the Multifactor Leadership Questionnaire (MLQ). Researchers have developed leadership theories and models of leadership that erase some of the classical distinctions between leaders and followers and focus on variables such as motivation, stimulation, consideration, situational factors, and skill levels (Fioravante, 2013). A suggestion from the past was that leadership is an innate skill or characteristic; in contrast, trait theory, espoused by McCrae and Costa, indicated that leaders acquire the necessary characteristics of leadership through experience (Fioravante, 2013). Theories that represent the evolution of leadership studies in the 20th century include path-goal theory, contingency theory, and situational theory. I do not discuss the broad history of leadership theories because my study's theoretical basis is limited to the FRL model's typology of transformational, transactional, and passive-avoidant leadership styles. Additionally, Samad, Reaburn, Davis, and Ahmed (2015) suggested that to understand effective leadership in any environment, leaders should take a broad perspective on behaviors to form an inclusive model such as the FRL. FRL theory examines the transformational, transactional, and

laissez-faire leadership styles within a single range that may provide a way to concurrently examine how these differing leadership styles may impact leadership efficiency (Samad et al., 2015).

Self-determination theory (SDT) served as the theoretical framework for assessing employee motivation. This theory is a useful foundation for explaining the positive personal and social value of activities that people find appealing, challenging, and satisfying. In-depth discussion of the theory follows in the Employee Motivation subsection.

## **Leadership**

Leadership, in general, is the ability to influence, persuade, and alter the behaviors and actions of others through effective communication, example setting, and inspiration (Mastrangelo, Eddy, & Lorenzet, 2014). Leadership in organizations, as identified by Siti, Abu, Nor, and Hassan (2012), refers to the ability to influence the attitudes and capabilities of individuals toward the achievement of certain objectives. A successful leader is able to construct future strategies and implement changes within an organization that their fulfillment demands. Redick, Reyna, Schaffer, and Toomey (2014) stated that effective leadership is the most important tool for organizational success in the future as well as in the present. Lack of successful leadership can result in equally dramatic negative outcomes. Aboyassin and Abood (2013) noted that with negative leadership, organizations tend to move slowly and lose sight of their goals. A greater emphasis from leaders on expertise, trust, caring, sharing, and ethical behavior in teaching and practicing leadership will lead to more stable organizations (Mastrangelo et al., 2014).

One of the most challenging tasks for an organization is to attract talented employees and motivate them to work effectively to achieve its goals. If an organization's leadership is effective, the organization will be more effective in that regard (Fioravante, 2013). Effective leaders are able to elicit coordinated and predictable behavior from teams of workers and thus improve both productivity and control costs. Positivist leaders employ varying control and influence techniques to drive the organization toward a planned future (Fioravante, 2013).

Many researchers embrace a model of leadership that consists of four elements: process, influence, compassion for followers, and objective attainment (Chou, 2012; Frost, 2016; Geller, 2016). The literature includes explorations of leadership in several social contexts, including education, the military, business administration, sports, politics, communities, and families. For this study, I only reviewed material related to business management.

*Leadership* is one of the frequently defined terms in management. Jabeen, Cherian and Pech (2012) defined leadership as the capacity for achieving quality and efficiency for an organization through effective supervision and control of its workplace environment. Shukurat (2012) defined leadership as the process whereby an individual has the ability and authority to establish directions, influence employees, and make employees move toward a common goal. Basford and Offermann (2012) wrote that motivating people, engaging them to take actions, and making them responsible for their performance are also part of the leader's duties. Modern views of leadership tend to portray motivating people not as control based on authority, power, position, and

command, but rather as the ability to influence others by motivating and inspiring them (Aziz et al., 2012). Modern leadership, in this sense, involves building trust between employees and managers, as well as ensuring that everyone in an organization shares a common vision of its goals. Modern leadership also requires those who practice it to set an example of honesty and integrity in their own behavior.

Taking into account the difference between leadership and management helps in providing a definition of leadership. Leadership is the subset of management functions that involves a manager achieving goals through guiding the efforts of others working for his or her organization, as opposed to accomplishing them through the use of equipment or external services (Kalargyrou, Pescosolido, & Kalargiros, 2012). Kushalappas and Pakkeerappa (2014) suggested that leadership and the other aspects of management must go hand in hand because they are both necessary for an organization. Employees not only expect managers to assign tasks to them; they also expect managers to explain the purposes of such tasks and inspire them to perform them effectively. Geller (2016) noted that managers hold people accountable for performing desirable behavior and avoiding undesirable behavior, while leaders inspire people to hold themselves accountable to do the right thing and to follow a certain protocol. Geller also mentioned that managers direct and motivate behavior with an external accountability system, whereas leaders facilitate self-direction and self-motivation by influencing person-states that facilitate self-motivation.

## **The Full Range Leadership Model**

The full range leadership (FRL) model has been a topic of much research since Bass and Avolio (2004) refined its development. The FRL model represents an attempt to encompass all styles of leadership, ranging from styles in which the leader encourages loyalty and productivity, to styles in which the leader is absent. The primary standard of measurement under the FRL model is how leaders perform in nine functional categories. Schweitzer (2014) characterized FRL as a cutting-edge leadership theory, and researchers worldwide have applied and validated the FRL model in many studies (Schweitzer, 2014).

Full-range leadership is an approach to leadership that aims toward influencing and stimulating subordinates. The FRL model describes a set of three leadership styles that comprise the full spectrum of possible employee-leader relationships: transformational, transactional, and passive-avoidant. The model also outlines subcomponents of each style, which I discuss in next three subsections.

**Transformational leadership style.** Considering transformational leadership, a researcher can see leadership from the angle of style and personality rather than function alone. Since the conceptualization of the transformational leadership style, scholars and organizational managers have given it widespread attention. Unlike leaders who concentrate on the role of supervision, transformational leaders encourage their followers to share their goals. Transformational leaders also challenge followers to become creative in solving any problem through training and mentoring (Cavazotte, Moreno, & Bernardo, 2013). A transformational leader has greater ability to inspire any other type of leader

(Hamstra, Yperen, Wisse, & Sassenberg, 2014). Transformational leaders possess integrity, serve as role models for those whom they wish to follow them, and communicate their objectives with clarity. The leaders motivate followers by challenging them and providing meaningful and understandable tasks. Transformational leaders encourage followers to innovate (Hamstra et al., 2011).

The old perceptions of leadership focus on the categorizing leadership according to participation. Proponents of transformational leadership claim it as a high form of leadership because, although it invests leaders with effective authority, it promotes democracy in the workplace. Work place democracy is the application of democratic principles, such as voting, referenda and public debate, to the workplace (Kokkinidis, 2012). Critics of the claim that transformational leadership promotes democracy in the workplace, on the other hand, have rejected this claim and referred to transformational leadership as antidemocratic (Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf, 2011). The claim of Ismail et al. (2011) is because transformational leaders take a direct role in creating changes and acting independently of followers.

The FRL components of transformational leadership theory appear as the best integration of the existing leadership theories into a framework, which includes all theories (Sadeghi & Pihie, 2012). According to the FRL model and the Multi Factor Leadership Questionnaire, transformational leadership comprises four components; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Sadeghi & Pihie, 2012).

Idealized influence occurs when a leader's ethics and practical efficiency inspire followers to admire his or her actions, give respect, and trust (Sadeghi & Pihie, 2012). The MLQ measures the behaviors and attributes of the leader by collecting observational data from employees on sub-factors. The MLQ shows the measures of the leadership behavior by, for example, questioning the collective sense of mission, and it measures the leader's attribute by questioning. For example, how the leader assures to followers that barriers will be defeated (Bass & Avolio, 2004).

Inspirational motivation refers to leaders behaving in ways that motivate and inspire followers, such as making work meaningful and challenging (Schweitzer, 2014). Inspirational motivation entails providing followers with a clear vision and communicating high performance expectations to them. Among the ways, that inspirational leaders motivate their followers is by presenting them with challenging goals and encouraging them to envisage positive outcomes. An example of how the MLQ evaluates inspirational motivation is its question that asks respondents to rate their leaders' proclivity for articulating compelling future expectations (Bass & Avolio, 2004).

Intellectual stimulation occurs when leaders encourage workers to use creativity in accomplishing job related tasks (Quintana, Park, & Cabrera, 2015). Although not every such experiment will produce a favorable outcome, leaders who show tolerance for well-intentioned mistakes arouse in workers the trust and respect that a productive workplace requires (Schweitzer, 2014). An example of how the MLQ evaluates intellectual stimulation is the question that asks whether a leader requires followers to describe and solve problems from many different angles (Quintana, Park, & Cabrera, 2015).



Individualized consideration is an essential characteristic of transformational leadership (Quintana, Park, & Cabrera, 2015). Individualized consideration occurs when a leader treats followers as individuals rather than generically as members of a workforce. In applying individualized consideration, a leader considers many elements related to an individual employee's temperament, talents, level of formal education, occupational training, and experience. The main advantage of individualized consideration is that it enables leaders to determine the best ways to consult with individual workers in order to get the most from their efforts (Hamstra, Yperen, Wisse, & Sassenberg, 2014) and maintain their loyalty and respect. An example of how the MLQ evaluates individualized consideration is the question related to whether the leader spends time and effort to teach and train his/her followers (Hamstra, Yperen, Wisse, & Sassenberg, 2014).

**Transactional leadership style.** Abdul and Javed (2012) claimed that transactional leadership could serve to maximize the ratio of benefits to costs in an organization. Transactional leadership is a relationship in which leaders consult with their workers as to a mutually agreed upon system of conditional rewards and punishments that will motivate them to meet organizational objectives efficiently (Bass & Avolio, 2004). Under such a leadership mode, as Abdul and Javed (2012) pointed out, leaders do not simply pass down decisions to employees but in some key respects, they make decisions because of their input and initiative. The theory that defines transactional leadership combines aspects of both the contingent reward and management-by-exception leadership styles (Bass & Avolio, 2004).

Contingent reward leadership entails a leader assigning tasks and providing rewards based on the completion of the tasks (Bass & Avolio, 2004). An example of a material reward is a monthly wage increase, and an example of an emotional reward is to give a compliment for a task. Questions on the MLQ include concerns whether workers' leaders make clear what workers should expect when they have met mutually agreed upon performance objectives, and employee testimony relating to contingent reward (Abdul & Javed, 2012).

Management-by-exception is a subtype of transactional leadership in which a leader only engages with workers when a discrepancy arises between objectives and outcomes (Abdul & Javed, 2012). In the active form of management-by-exception, leaders are constantly supervising their employees in order to discover and take appropriate action with respect to such discrepancies (Abdul & Javed, 2012). In the passive form of management-by-exception, leaders are required to make their presence salient only after they have discovered such a discrepancy (Hamstra, Yperen, Wisse, & Sassenberg, 2014). The management-by-exception style has the potential to prevent some unfortunate outcomes, but it involves considerable time and effort from the leader.

**Passive-Avoidant leadership style.** The two forms of passive-avoidant leadership style are the laissez-faire management and passive management-by-exception (Bass & Avolio, 2004). Laissez-faire management denotes the style of leaders who aim to provide a comfortable environment for employees by stepping away and allowing them to learn to make correct decisions on their own (Bass & Avolio, 2004). Many researchers have claimed that this style of leadership, which requires the least activity on the part of

leaders, is the least effective of all possible leadership styles (Abdul & Javed, 2012; Belias & Koustelios, 2014; Lian & Tui, 2012). The question on the MLQ that includes employees' responses whether laissez-faire leadership is characteristic of their managers' style is the question related to managers' involvement in important matters (Bass & Avolio, 2004). Neither passive management-by-exception nor laissez-faire management are practical approaches in workplaces where close supervision is critical (Abdul & Javed, 2012). For example, when an organization's operations involve grave safety risks, passive management-by-exception and laissez-faire management are not suitable. However, passive management-by-exception and laissez-faire management can be practical for situations such as when leaders have large numbers of followers who report to them (Abdul & Javed, 2012). An example of using the MLQ assessment to measure the passive management-by-exception style is the question about how soon managers tend to take action when a problem occurs.

Although scholars have made many revisions to the FRL model, the most current version, as articulated by Abdul and Javed's (2012), defines four dimensions of transformational leadership, two dimensions of transactional leadership, and two dimensions of the passive-avoidant leadership. Schweitzer (2014) contended that all leaders have some level of each of the three leadership styles in their leadership behavior and there are certain situations in which each style may be appropriate to implement by the leader.

### **Multifactor Leadership Questionnaire**

The Multifactor Leadership Questionnaire (MLQ) (see appendix A) is one of the most frequently used tools for assessing and identifying leadership styles. Bass and Avolio (2004) developed the MLQ while gathering information from senior and junior employees in South Africa. The study of Bass and Avolio included asking employees to record any experience in which their leaders raised their awareness of the organization's vision, motivated them to raise the quality of their work, or inspired them to put the organization's priorities above their own. Scholars and researchers have reviewed and updated the MLQ many times since it first came into use (Garg & Ramjee, 2013).

The MLQ third edition, Form 5x-Short (Bass & Avolio, 2004) consists of a leader form and an employee form whose combined results offers, according to Quintana, Park, and Cabrera (2015), a clear and accurate picture of leadership effectiveness and leadership style within an organization. The leader form is for the leaders to rate their own leadership behaviors. The employee form allows the employees to rate the frequency with which the leaders engage in the different leadership behaviors. The MLQ Third Edition, Form 5x-Short consists of 45 standardized questions. Each of the questions addresses one of the eight leadership dimensions derived from the FRL model. Each question has five multiple-choice answers that are indexed to a Likert scale whose values of zero through five correspond with perceived frequency of behavior occurrence.

### **Overview of Employee Motivation**

While in recent years, research on managing people has stressed the importance of employee motivation; no single approach to achievement has taken precedence.

Employees' responses to any particular motivational method tend to vary from individual to individual (González-Cutre & Sicilia, 2012). One frequently applied theory on employee motivation is Abraham Maslow's (1943) hierarchy of needs (Sen, Sen, & Tewary, 2012), which proposed that people naturally direct their actions towards fulfilling unsatisfied needs. Such needs, according to the theory, range in priority from the physiological requirements for survival to the psychosocial requirements for a satisfying life (Sen et al., 2012).

Aisha and Hardjomidjojo (2013) showed in his study that employees with relatively low wages were more motivated by salary increases than were employees with relatively high wages. According to Sen et al. (2012), when employees fulfill their most basic needs for survival, they are more motivated to satisfy their need for safety. Findings of a study reported by Cheng (2015) indicated that social needs were difficult to meet at workplaces because of the intense competition for senior jobs where a greater sense of teamwork exists. The two highest levels of Maslow's hierarchy are those of esteem and self-actualization (Sen et al., 2012).

Among the many factors that may affect the level of employees' motivation is the set of expectations that their managers communicate to them. If the expectations are high, the employees will feel encouraged to achieve or exceed those (Pandey, 2014). Cheng (2015) explained that intrinsic motivation such as managers' behaviors towards employees, and the tasks assigned to employees are some factors that affect the level of employee motivation. Graves and Luciano (2013) claimed that managers are capable of positively influencing employee motivation through assignment of responsibility,

personal interaction, rewards, and effective communication of goals. Ruiz-palomino, Sáez-martínez, and Martínez-cañas (2013) amplify this point by suggesting that in order to motivate employees in becoming more productive, managers should assign them only reasonable responsibilities, maintain positive relationships with them, and offer them both material rewards and expressions of appreciation. Organizations that implement job related principles, such as multiple tasks, enabling natural work conditions, creating client relationships, and opening feedback channels, will achieve better-motivated teams (Ruiz-palomino et al., 2013).

Sarros, Luca, Densten, and Santora (2014) and Bandyopadhyay (2014) claimed that managers who hope to motivate employees must first be motivated themselves. Sarros et al. further suggested that managers could achieve such motivation for themselves by deepening their commitment to improving their organizations. Managers who display indifference to the success or failure of a project are a principal demotivating factor in workplaces. Such indifference often stems from managers' lack of understanding of the role that a project plays in the overall agenda of their organization. Sometimes, such lack of motivation results from managers feeling that they have no control over the projects they are working on or over their destiny within their organization. The study of Sarros et al. also indicated that managers could develop a repertoire of approaches to achieve and promote differential outcomes and agenda from their employees, and the approaches could differ from one business sector to another. Bandyopadhyay stated that when managers are less stressed, they would be motivated to perform at their optimal level. The study of Bandyopadhyay indicated the impact of

physical activities and psychological counseling as the interventional therapies to reduce occupational stress and thereby to improve motivation for managers.

In a study conducted by Akhtar, Aziz, Hussain, and Salman (2014), they proposed that management could motivate employees by three elements: understanding how employees think, appealing to their sensations, and shaping a reasonable work environment for them. Leaders can understand employees by engaging them in the decision making process (Akhtar et al., 2014). Leaders can appeal to employees' sensations by providing a brief description of their role in the company (Akhtar et al., 2014). Leaders can create a reasonable work environment for employees by ensuring that the workplace is healthy and by providing meaning and purpose for employees' tasks. Ismail and Nakkache (2014) stated that providing a clean workplace is a minimum requirement for encouraging positive attitudes and thoughts in employees. Ismail and Nakkache suggested that implementing management intervention techniques that reinforce intrinsic rewards and improve the work environment is highly effective for all types of organizations.

Researchers studying the phenomenon of employee motivation have found that employees are motivated by extrinsic rewards such as money, valuable training courses, and recognition for completing tasks with efficiency (Abdul & Javed, 2012; Achim, Dragolea, & Balan, 2013; Sarros et al., 2014; Shah, Musawwir-Ur-Rehman, Akhtar, Zafar, & Riaz, 2012). Shah et al. (2012) mentioned that the monthly salary increments, allowances, and other compensations maintain the employees' morale high and create motivation. Employees in the study of Achim et al. (2013) showed that the extrinsic

management support they receive is significantly related to their organizational commitment and job motivation. Achim et al. concluded in their study that when employees feel good in their organizations, they would care more about customers. This ought to be one of the principles a manager must apply (Achim et al, 2013). Managers must always consider a better human resource management through efficient extrinsic motivation and recognition system (Achim et al, 2013).

Leaders have some control over the level of employee motivation whether they are managers, team leaders, or heads of departments, and because leaders have the power, they are responsible to use it (Sarros et al., 2014). When leaders fail to become effective in this way, employees are likely to become disenchanted. Akhtar, Aziz, Hussain, Ali, and Salman (2014) described the following managerial errors that lead to and exacerbate employee disenchantment: establishing an unsatisfactory salary plan for employees, ignoring employees' concerns and complaints, failure to provide employees with career advancement opportunities, and failure to provide employees with feedback on their performance.

Employees may become motivated and take interest in their work for either intrinsic and extrinsic reasons, the former stemming from their understanding of and belief in the value of their work, and the latter being the result of incentives such as increased wages or being praised in front of coworkers by their managers. Aisha and Hardjomidjojo (2013) suggested that most employees are likely to be motivated by a combination of intrinsic and extrinsic factors. While, Singh (2016) found extrinsic motivators less effective in increasing employees' determination, efficiency, and



satisfaction than intrinsic ones, Anthony and Weide (2015) found the extrinsic benefit of training and development courses a significant driver of employee motivation. Anthony and Weide also found that matching employees with jobs best suited to their abilities and training tends to result in higher levels of motivation. Finding from the study of Anthony and Weide showed that not only does the workplace productivity decline from the changes in training employees, but employee motivation is altered as well. Singh (2016) mentioned that the model of carrots and sticks, which is widely used by organizations, is not appropriate for many work environments.

Although the literature offers many employee motivation theories, most of them fall short when applied to the public sector where in many places management practices are constrained by laws that do not affect the private sector. Motivating public employees is not easy to implement. Public employees have a reputation for being lazy and unmotivated (Sharabi, Arian, & Simonovich, 2012). The public sector has a preponderance of aging employees who are especially difficult to motivate.

### **Employee Motivation and Leadership Styles**

Motivation has long been a central topic for scholars and practitioners. Yet, previous research on leadership and motivation has failed to address whether a correlation exists between leadership styles and the levels of employee motivation in public sector workplaces. Findings from studies that did not specifically focus on the public sector by Caillier (2014), Chaudhry, Javed, and Sabir (2012), and Muenjohn, and McMurray (2016) have generated important results that might offer useful insights to researchers who would attempt to address that sector exclusively.

In a study of 2,700 social service employees, Samad, Reaburn, Davis, and Ahmed (2015) found that transformational leadership was significantly related to employee wellbeing. The authors stated that the relationships between leadership style and both employee wellbeing and organizational outcomes have consistently shown that employee wellbeing has implications for motivation. Leadership influences organizational outcomes such as job satisfaction, employee commitment and loyalty, and turnover intentions (Samad et al., 2015). Louise and Botha (2014) mentioned that a positive correlation exists between job satisfaction and employee motivation. This means that the more job satisfaction an employee perceives, the more motivated the employee

Caillier (2014) proposed a methodology for organizations that apply the transformational leadership style as a means for increasing the efficiency and motivation of employees in the public service industry. Caillier outlined strategies for managers to set measurable public service objectives that employees will understand, articulate the social significance of the tasks they require their workers to perform, and provide work structures that will increase employee engagement in the workplace. The study of Caillier drew on a significant body of empirical research to suggest value-based management strategies; Caillier encouraged researchers to conduct further research on the links between transformational leadership practices and public service motivations.

Chaudhry, Javed, and Sabir (2012) compared the effects on employee motivation of different leadership styles in organizations that view management from an Islamic perspective. Chaudhry et al. suggested that a link exists between leadership and motivational concepts in Islamic management. Chaudhry et al. revealed that leadership

and motivation are derived from Islamic instructions and knowledge. The study showed that in places where Islamic culture predominates, employees who perceive their managers as trustworthy are more motivated to work with them. Chaudhry et al. (2012) stated that work performance does not only occur from the actual skills and qualifications of employees, but also it depends on the level of motivation. Over-achieving, talented employees are the driving force of all firms; hence, organizations must pay attention to keep employees motivated (Chaudhry et al, 2012).

Muenjohn and McMurray (2016) examined the relationship between leaders and employees in reference to employee productivity and loyalty. The findings of Muenjohn and McMurray suggested that organizations could reach their productive potential only after they have established proper interaction between employees and leaders. In particular, Muenjohn and McMurray found that employees who receive support and assistance from their managers become both more loyal and more autonomous. Muenjohn and McMurray further suggested that this simultaneously collaborative and independence promoting process benefits in proportion to the efforts managers make to learn about their employees' thoughts, abilities, and needs.

In a study about the relationship between various leadership styles and various employee commitment styles, Garg and Ramjee (2013) concluded that transactional leadership behaviors had a positive relationship with normative commitment. The positive relationship means that leaders who involve the clarification of vision and objectives to followers, and provide recognition once objectives are accomplished, will encourage how employees feel about needing to stay with the organization. Motivation is

part of the organizational commitment. The study of Garg and Ramjee also revealed that the laissez-faire leadership style has a negative relationship with affective, normative and continuance commitment.

Considerable debate occurs among researchers over the extent of the impact of leadership style on employee motivation. Blomme, Kodden, and Beasley-Suffolk (2015) offered evidence to support the notion that workers' motivation level tends to decrease because of their absent managers. Poor leadership such as autocratic or passive leadership leads to reduced employee engagement (Blomme et al., 2015). Vogel and Masal (2012), on the other hand, argued that the leader's role is not critical in some situations and that substitution of leaders has no effect in them. Vogel and Masal offered few examples to support their argument. One of the examples Vogel and Masal stated to support their argument includes situations where employees are specialists and have the necessary skills for the jobs that they are doing. Another example of situations where leader's role is not critical is when the job is so well defined and structured that substitution of the leader will not have any effect (Vogel & Masal, 2012). Therefore, well-trained and informed workers can perform well for short periods without managerial input. Vanhala and Stavrou (2013) and Vogel and Masal have suggested that the more workers are enabled to undertake new experiments and make serious decisions about their work, the less need exists for the presence of hands-on leadership. Charismatic leaders, Vanhala and Stavrou further claimed, wanting all the glory for them might disallow the empowerment of subordinates and thus de-motivate employees.

Franke and Felfe (2012) found that leaders who explain tasks and requirements to followers while setting few rules for them to follow have an advantage in motivating and satisfying them over those who are less willing to delegate. Franke and Felfe contrast this form of social influence that benefits from followers' intrinsic motivation with the exercise of brute authority that alienates and discourages followers, resulting in diminished returns for an organization. Franke and Felfe also found evidence that rewards or penalties that are not contingent upon followers' performance rarely help to motivate followers. For all the effectiveness a strong leadership may have in motivating workers, leaders can never completely control their followers' motivation because whatever influence they may exert must always contend with a multitude of others that originate from outside the organization (Caillier, 2014).

In a study by Quintana, Park, and Cabrera (2015), the researchers stated that a relationship exists between leadership and employee performance. The study results revealed that transformational leadership is the most suitable leadership style for employees working for international luxury hotels. The researchers also stated that the type of hotel, whether independent or chain hotel, moderates the leadership styles and employee's performance. Quintana, Park, and Cabrera suggested four managerial implications for hotels and organizations in the services sector, which are a) to develop transformational leadership based on idealized influence to inspire team leaders to be more reliable, create achievable objectives, and clarify visions, b) identify subordinates' needs and tie them with leader's expectations for accomplishment and rewards for meeting organization's goals, c) avoid applying passive management-by-exception and

laissez-faire leadership styles which produce negative effects performance, and d) account for organizational implications when introducing certain leadership styles.

Leadership is essential in all types of organizations, regions, and industries throughout the world (Zhang & Bartol, 2010). Qatari public organizations are not different from others in terms of how important the leadership style is for shaping the work performance and creating motivation. According to Zhang and Bartol (2010), leadership affects employees' motivation in either positive or negative ways. Many studies have found leadership to have a positive motivational effect (Abdul & Javed, 2012; Hamid & D'Silva, 2014; Yidong & Xinxin, 2013; Zhang & Bartol, 2010).

Yidong and Xinxin (2013) asserted that organizational leaders need to possess the knowledge and flexibility required to apply various approaches to motivating their employees because no single approach is likely to succeed with all of them. Leaders with such capacities, Yidong and Xinxin claimed, are better able to think and act independently than those who are more constant and rigid in attitude and approach. Fisher (2009) classified employees into types according to their workplace attitudes and behaviors and developed motivational approaches for leaders to apply in dealing with each. For employees who display willingness but lack ability, Fisher found what he calls motivation by *selling the most effect approach*. What Fisher means by this phrase is that the leader offers his guidance and the employee offers his ability in return. This style of leadership includes more communications with employees than the participating style. For employees who do not display willingness but have ability, Fisher suggests the

participating style in which the leader involves employees in the process of determining what to do and how to do it (Fisher, 2009).

Abdul and Javed (2012) mentioned transactional leadership style and transformational leadership style would give different results with respect to bank employee motivation. Abdul and Javed reported employees are more motivated in banking organizations than in other organizations when transactional leadership style applies. The motivational level is high for employees in banking organizations when managers apply transactional leadership considering the low rate of turnover under this method. Abdul and Javed ranked the transactional leadership style as the most effective leadership method for the management of banks. The suggestion of Abdul and Javed is the result of the high level of leader interaction with employees that transactional leadership entails. By this standard, the least effective leadership style for motivating banking employees would be the laissez fair style and the passive-avoidant style would only be slightly more effective. Newman (2012) mentioned in his doctoral dissertation that the leadership style that is preferred by local government employees as measured by leader effectiveness, employee satisfaction, and extra effort, was transformational leadership.

Hamid and D'Silva (2014) posited that effective leadership entails responsibility for creating a working environment that encourages employee engagement, commitment, and satisfaction. In order to accomplish employee encouragement, leaders need to assess the various drivers motivating each employee (2014). Zhang and Bartol (2010) posited that leaders who succeed at motivating employees are able to foster optimistic attitudes in

their organizations and to promote the achievement of organizational goals. Zhang and Bartol further posited that those who employ effective leadership practices are able to increase creativity, adaptability, and team cohesion among employees during periods of change. A high level of employee motivation, Zhang and Bartol claimed, tend to improve efficiency levels among employees, tend to promote the stability of the workforce, and tend to advance an environment conducive for building friendly relationships between management and employees. Researchers have claimed that leadership can have an effect on organizations as well as on individuals (Hamid & D'Silva, 2014; Muenjohn & McMurray, 2016; Zhang & Bartol, 2010). Leadership increases self-development, empowers individuals working in distributed teams, provides achievement of personal goals, and fosters job satisfaction (Hamid & D'Silva, 2014; Zhang & Bartol, 2010). Therefore, best leadership practices in organizations must incorporate ethical leadership along all hierarchical positions in the organization.

Many studies on leadership and motivation exist, but only a small number of them have discussed the interaction between their variables (Muenjohn & McMurray, 2016). While many motivational theories address leadership practices, the extent of causal interconnection between such practices and employee motivation remains unclear. Motivation is a psychological phenomenon that researchers can only determine inferentially because of highly variable behavioral outcomes; therefore, no simple exist that measures for motivation (Muenjohn & McMurray, 2016). Finally, because significant disagreement exists regarding the practical and psychological components of leadership, no standard measures are available for providing a generally acceptable



method for assessing the effect of leadership qualities on the level of employee motivation (Zhang & Bartol, 2010).

If research offers too little insight into the relationship between styles of leadership practice and employee motivation generally, it offers even less about how it functions in the Middle East and, in particular, in Qatar which is the target location for this study. Business scholars in the Arab world have generally paid too little attention to leadership styles, their differential effects on employees, and consequent effects on organizational efficiency. One reason for this is the intrinsic difficulty of carrying out organizational research (Mughtar & Qamariah, 2014). Leadership theories and models formulated based on research conducted among employees and managers in the United States or other western nations are difficult to apply in the Middle East region.

### **Transition**

In Section 1, I included a foundation for examining the relationship between leadership style and employee motivation in the public sector in Qatar. Section 1 began with an overview of the proposed study's business problem, which is the difficulty managers have in motivating employees in the public sector organizations in Qatar to improve organizational performance and customer service levels. Following the discussion on the business problem, Section 1 contained a description of the proposed study's sample population and its method for qualifying and recruiting its members. In the *Nature of the Study* subheading, I provided an outline and justification of the quantitative research methodology and correlational design of the proposed study. In Section 1, I also provided discussions of (a) the proposed study's purpose, (b)

significance, (c) assumptions, (d) limitations, (e) delimitations, and (f) possible value as an instrument of positive social change.

Section 1 also included an extensive review of recent and currently influential scholarly literature on the theory and practice of leadership styles and the requirements of employee motivation. This review verified the existence of a gap in current professional knowledge regarding the dynamic that exists between these two important factors of organizational life, particularly as regards organizations in the Middle East, and even more particularly as regards the public sector in Qatar.

Finally, in my review of the professional literature, I attested to a common finding among scholars that organizational leaders are responsible for motivating employees and that different styles of leadership tend to produce different outcomes in that regard. I paid particular attention to three studies by Caillier (2014), Chaudhry, Javed, and Sabir (2012), and Muenjohn and McMurray (2016) that were published in the last 5 years and that have indicated the existence of a causal relationship between leadership style and employee motivation.

In Section 2, I will include the role in the study. I will also provide a detailed explanation of the research procedures for participant recruitment and qualification. I will also include data collection, data analysis, and a full explanation of the research instruments. I will also include a detailed analysis and justification of my design. In Section 3, I will present the results of the data analysis, societal implications, and recommendations for further studies.

## Section 2: The Project

This section includes a detailed description of, and rationale for, the methodology and design that I applied for my study, including its methods of data collection, organization, and analysis.

### **Purpose Statement**

The purpose of this quantitative correlational study was to examine the relationship between leadership styles and the level of employee motivation from the public sector in Qatar, and to examine if this relationship is moderated by age and salary. I identified the transformational, transactional, and passive-avoidant leadership styles, the study's independent variables, using the MLQ instrument. I measured employee motivation, the study's dependent variable, using the WEIMS instrument. I recorded data on employees' ages and salary levels to determine whether they function as moderator factors affecting the relationship between leadership style and employees' level of motivation. To avoid participant reluctance or embarrassment about sharing information about their age and salary, I assured that such information remained confidential.

I collected quantitative data of the Likert-scale variety on leadership practices and employee responses to such practices from responses to questions on the respective forms of the MLQ for both managers and employees. I collected the data online by querying a sample of volunteer participants from among employees and managers in Qatari public-sector organizations. The results of the study included—because of findings regarding relationships between leaders' behaviors and employees' responses to them—suggestions

as to actions Qatari leaders may take in their efforts to increase employee motivation and overall efficiency in the public sector.

### **Role of the Researcher**

I worked for over 8 years in the private sector selling products to the public sectors in the Middle East. The experience provided me with valuable insights into both public and private sectors. Some of my observations included low productivity and lack of work efficiency for employees in the public sector in the Middle East.

A primary researcher facilitates interviews, observes, and engages in sampling, data collection, analysis, and interpretation (Chintaman, 2014). I reviewed the Belmont Report (1979) protocol, which summarized the ethical principles and guidelines for the protection of humans. I followed the three basic ethics of research involving human subjects in my study. These are the principles of (a) respect of persons, (b) beneficence, and (c) justice.

After holding meetings with decision makers and providing several letters explaining the nature of my proposed research, its potential practical value to them, and its implications for positive social change in Qatar, I obtained written permission to proceed with recruiting participants for the study after receiving Walden IRB approval number 12-11-15-0201413. The permissions were for administrating the MLQ and WEIMS to managers and employees. Having received this consent, my role was to distribute the questionnaires online to participants. Ward (2013) stated that avoiding contact with participants prior to a survey ensures that preconceptions are not formed. I did not visit the organizations during data collection.

After I had collected and compiled all of the survey data, I used SPSS software to examine statistical associations between leadership behaviours that the FRL theory designates and computed average measures of employee response that the theory designates as indicators of employee motivation level. Researchers must avoid allowing personal experiences or emotions to create objective in the research (Ward, 2013). In the study's final stage, I evaluated and explained associations that the analysis revealed, and I offered recommendations to Qatar's public sector managers as to how they may increase the effectiveness of their practice as leaders and their employees' job satisfaction.

### **Participants**

I used purposive sampling in this study. Purposive sampling helps researchers to assure the participants' relevance to the research questions (Bryman, 2012; Sakeah et al., 2014). According to Bernard (2013), although purposive sampling limits a researcher's ability to generalize results, the technique is an inexpensive, practical method. With permission from four participating organizations, I sent a letter of invitation to more than 6,000 employees of the subject agencies. In the letter, I included an explanation of the purpose of my study, the voluntary and confidential nature of participation, the participant selection process, links to the MLQ and WEIMS surveys, and login details (see Appendix E). For this purpose, the leaders of the organizations granted me access to listings of all of their employees' contact details, assigned departments, and job titles.

I selected all of the complete responses, without any filter by gender or citizenship status. The literature indicates that web-based surveys often produce lower response rates than traditional methods (Plonsky & Gass, 2011; Sauermann & Roach, 2013; Ward,

2013). To ensure that volunteers followed through with filling out the questionnaires and to assure them of their leaders' support for the study, the human resource and training departments' managers of the four participating organizations sent notification by email to potential participating managers and employees 1 week prior to the start of data collection. A copy of the notification email is available in the appendix (see Appendix F).

### **Research Method and Design**

The purpose of the quantitative correlational study was to examine the relationship between management leadership style and level of employee motivation in the public sector in Qatar. The objective of this research was to examine the extent of which leadership style correlates with employee motivation, and the potential significance of age and salary as moderating variables. Knowing the extent and nature of the relationship between leadership style and employee motivation enabled me to develop recommendations on which, if any, leadership styles are associated with increasing employee motivation level in the public sector in Qatar.

### **Research Method**

For the study, I applied a quantitative rather than qualitative research method because of the appropriateness of the former for examining relationships between the independent and response variables. Another reason for using a quantitative research method for the study was to enable testing hypotheses that were dependent on levels of the independent variables (Plonsky & Gass, 2011). In social science research, quantitative approaches provide the simplicity and computability of specific values for specific variables versus qualitative descriptions of observed or self-reported experiences.

Quantitative research is especially advantageous for investigating unfamiliar social situations where a researcher may not yet know the key variables of the situation.

A quantitative method was suitable for the study because quantitative methodology enables a reliable and objective examination of a theoretical hypothesis (Plonsky & Gass, 2011). The purpose of quantitative research methods is to analyze and examine numeric data, whereas qualitative researchers explore and seek to gain understanding of unknowns (Smith, 2014). The focus of qualitative research is gathering verbal data instead of measurements, descriptive words and symbols, concepts, texts, images, and human experience (Plonsky & Gass, 2011). Chintaman (2014) stated that qualitative researchers seek to collect and analyze subjective data such as people's views, visual materials, trends, and people's observations.

An advantage of using quantitative methods is the examination of variables, and the ability to generalize sample results to a larger sample or population (Chintaman, 2014). Generalization, which is an act of reasoning, refers to the application of the results of one study as knowledge regarding broader populations or situations (Plonsky & Gass, 2011). However, qualitative researchers seek not to generalize, but rather to provide a thorough, contextualized understanding of one or more phenomena.

### **Research Design**

I used a correlational design to determine whether an analysis of survey results from sample populations of Qatari public sector managers and employees revealed a significant relationship between leadership style and level of employee motivation that I could generalize to similar populations as a whole. A correlation analysis, according to

Chintaman (2014), is a method of statistical evaluation to study the strength of a relationship between two or more, numerically measured, continuous variables. In my research design, the independent variables were the perceived degrees of transformational, transactional, and passive-avoidant leadership styles. The dependent variable was the level of employee motivation that I computed from responses on the WEIMS. Age and salary range were the moderators.

By choosing to use a correlation design to seek an answer to my research question, I was deciding against using an experimental or quasi-experimental design, given that there was no possibility of my intervening in the organizations that had agreed to participate in the study to test the effectiveness of any kind of implementation of leadership theory. The subjective responses were not necessarily a drawback because they tended to eliminate uncertainty and unreliability in participants' responses, which might have been distorted by sudden changes in leadership style (Su & Zhang, 2013). The main reason for choosing a correlation design instead of a casual comparative or experimental design was that correlation research enables the researcher to examine the relationship of several variables in one study. A correlation design yields knowledge regarding the extent and nature of the relationship between the variables of interest to enable addressing the primary research question and its derivative hypotheses (Su & Zhang, 2013).

### **Population and Sampling**

The target population for the study was employees working at any of the four public sector organizations whose leaders had agreed to participate in the study.



Volunteers were eligible to participate in the study if they met the following criteria: (a) being an employee in one of the organizations that agreed to participate in the study, (b) having received an invitation letter to participate in the study, (c) having access to the Internet, (d) having worked for a minimum of 6 months at his or her current position, and (e) consenting to participate in the study by acknowledging consent via the electronic consent form (see Appendix G). I eliminated participants who did not meet all of the above criteria from the study.

A power analysis, using G\*Power3.1.9.2 software, was conducted to determine the appropriate sample size for the study. An a priori power analysis, assuming a medium effect size ( $f = .15$ ),  $\alpha = .05$ , indicated that a minimum sample size of 77 participants was required to achieve a power of .80 (Bernard, 2013). Increasing the sample size to 161 would increase power to .99. Therefore, I sought between 77 and 161 participants for the study (see Figure 1).

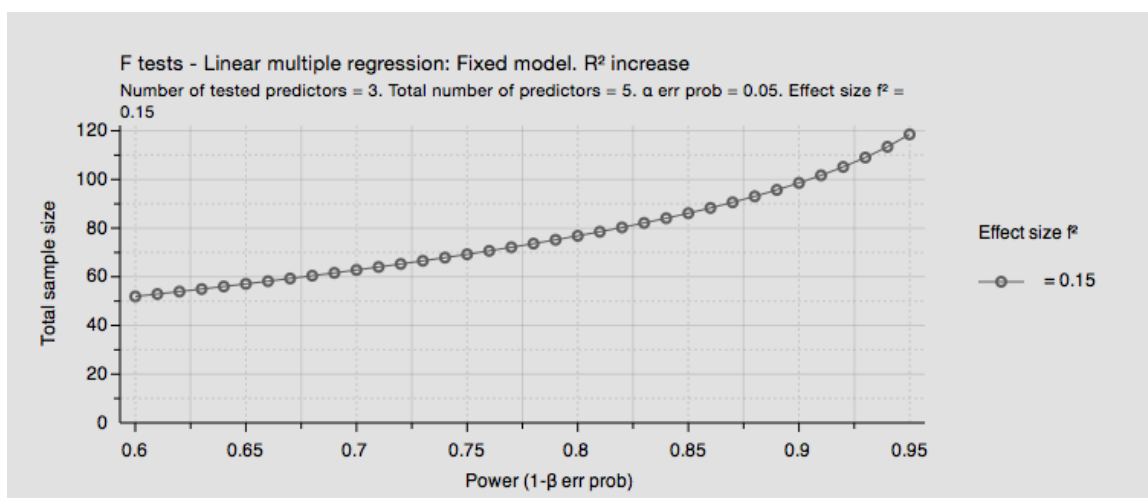


Figure 1. Power as a function of sample size. Created by Anas Al-Haj, 2015.

### **Ethical Research**

Ethical research involves protecting participants from harm that might result from activities and findings associated with the research project (Bernard, 2013; Ward, 2013; Warrell & Jacobsen, 2014). Common standards of research ethics required that I honor the terms by which both participating employees and the organizations' leaders that employed them had granted me permission to gather information from them. As the primary researcher, I did not include any names of individuals or participants in this study. Warrell and Jacobsen (2014) noted that not using names is appropriate for research. A further ethical requirement was that participants in this study had signed the consent form included in Appendix G prior to participation in the study. The purpose of the consent form was to inform the participants that they could choose to decline to answer any of the questions or withdraw from the study any time without penalty. With access to the survey, online participants completed the surveys in the privacy of their offices or outside working hours. I did not provide incentives to the research participants. Warrel and Jacobsen mentioned that giving incentives to participants could potentially undermine the credibility of a survey.

All practices outlined in this document or that I engaged in during the conduct of this research were approved by the Walden University Institutional Review Board (IRB). The approval number for this study is 12-11-15-0201413. The approval ensured that all scholarship sponsored by the university conformed to the standards of scholarly ethics and the laws of the United States. I assured that all of my practices during the conduct of my research conformed to the ethical framework of the state of Qatar, such as

confidentiality and commitment to the public morality. I maintained the data in a safe place for 5 years to protect confidentiality of participants. Because I addressed all of these factors, I am confident that I designed my study to avoid any deception or embarrassment or harm to Walden University, the participating organizations, all participating individuals, and myself.

### **Data Collection Instruments**

In quantitative research, researchers use instruments for data collection, data registration, data measurements, and data observation (Chintaman, 2014). Researchers have the option of developing an instrument that is suitable for the kinds of data they intend to collect (Chintaman, 2014). Developing an instrument is a complicated task and requires proficiency in areas such as reliability, validity, question design, context of the questions, and measurements (Ramos & Carvalho, 2011). For my study, I adopted standard instruments of proven validity and reliability.

Using a standardized and extensively tested instrument provides researchers with greater confidence and facilitates comparison of their data and findings to those collected and arrived at by other researchers who have used the same instrument or instruments (Ramos & Carvalho, 2011). After the efficacy of the sampling procedure has been ensured, well-proven instruments enable researchers to acquire stable and repeatable results that can lead to reliable generalizations about the phenomena they study. I used two standardized instruments, the Multifactor Leadership Questionnaire (MLQ) refined by Bass and Avolio (2004), which measures leadership style, and the Work Extrinsic and Intrinsic Motivation Scale (WEIMS; Tremblay et al., 2009), which measures the level of

employee motivation. Aggregate scores from the MLQ and WEIMS provided me with the data I needed to determine correlations, if any existed, among variables.

The MLQ is a widely used instrument for measuring employees' perceptions of leadership within organizations. Salter, Harris, Woodhull, and McCormack (2013) used the MLQ to link spirituality, leadership, and moral development for a sample of undergraduates who volunteered from a university in South Texas. Sadeghi and Pihie (2012) used the MLQ to assess leadership behaviors that motivate associates to achieve agreed-upon and expected levels of performance.

The MLQ contains 45 standardized questions that address factors relating to the FRL model's nine leadership dimensions. In Muenjohn and Armstrong's (2008) confirmatory factor analysis, this nine-factor model was supported ( $\chi^2(474) = 540.18, p < .010$ ) and had a goodness-of-fit index (GFI) of .84 (AGFI = .78). These measures indicate a good fit using a nine-scale model, though Muenjohn and Armstrong (2008) suggested that the factors of transformational leadership, for example, are all highly correlated. Thus, I condensed these five factors (IIA, IIB, IM, IS, and IC) to gather a single relevant composite measure for transformational leadership.

Although I purchased a license to use the MLQ Form 5x-Short from the [www.mindgarden.com](http://www.mindgarden.com) website, I only had permission to reprint a sample of its questions (see Appendix A). The Rater Form of the MLQ records input from subordinates on their managers' performance. The Leader Form of the MLQ, while useful to managers as a self-evaluation tool, has been criticized by several scholars (Ali, Babar, & Bangash, 2011; Garg & Ramjee, 2013; Quintana, Park, & Cabrera, 2015) because it tends to invite

bias. I elected to heed this caution and use only the Rater Form of the MLQ Form 5x-Short. The data that I collected pertaining to the quality and effectiveness of leadership were based exclusively on subordinate employees' perceptions of the frequency of their direct managers' displays of transactional, transformational, and passive-avoidant leadership behaviors. These three composites were shown to have acceptable or better Cronbach alpha reliability measures ( $\alpha > .70$  for all). The indexing of the data was a 5-point Likert-type scale that corresponded with answer choices on the MLQ 5x-Short Rater Form.

The WEIMS (Tremblay et al., 2009) (see Appendix C) is a questionnaire in the public domain that measures work motivation of workers' self-perceptions. Stoeber, Davis, and Townley (2013) used the WEIMS to measure intrinsic-extrinsic work motivation in their study about the role of motivation in perfectionism in employees. The sample of Stoeber et al. (2013) was employees from a British company providing professional services and students from the University of Kent.

The design of the WEIMS reflects the framework of Self-Determination Theory (SDT) (Tremblay et al., 2009). Using the instrument helps to measure employees' self-regulatory mechanisms towards their jobs. The WEIMS corresponds to the set of six motivators defined by SDT, which are (a) intrinsic motivation (IM), (b) integrated motivation (INTEG), (c) identified motivation (IDEN), (d) introjected motivation (INTRO), (e) external regulations (EXT), and (f) a motivation (AMO). A confirmatory factor analysis on these scales indicated a good fit using all six ( $\chi^2(120) = 185.56, p < .001$ ). These scales had standardized factor loadings of .30 or over, and ranged from .30

to .93. Internal consistency was measured using Cronbach's alpha, and all scales ranged from .64 to .83, suggesting acceptable reliability (Tremblay et al., 2009). The multiple choice questions on the WEIMS have 7 answer choices that correspond to values on a 7-point Likert-type rating scale that indicate self-perceived levels of employee involvement at work (Tremblay et al., 2009). The final score will represent a work self-determination index, derived from the WEIMS, which I calculated using the following equation:  $(3*IM) + (2*INTEG) + (IDEN) + (-1*INTRO) + (-2*EXT) + (-3*AMO) = \text{work self-determination index}$  (Tremblay et al., 2009). The final score will range from -24 to +24, where negative scores indicate a nonself-determined motivation, and positive scores indicate a self-determined motivation. Tremblay et al. (2009) concluded that the WEIMS is a reliable and valid measure for employee motivation.

The process for administering the survey instruments to participants was straightforward and participant friendly. All participants received an email containing explanatory information about the instruments and Internet link to online versions of the surveys themselves, which they can complete at their convenience. The questionnaire did not contain any adjustments or revisions to the standardized research instruments. The questionnaire only included, in addition to the instruments' questions, the demographic questions that provided information on participants' age and salaries. The raw data of the research will remain in a locked cabinet and on a password-protected personal computer. Consideration of requests for raw data on an individual basis is an option if providing the data does not threaten the privacy of participants.

### **Data Collection Technique**

Systematic data collection methods enable researchers to gather information in ways that facilitate analysis and therefore increase the likelihood of finding conclusive answers to research questions. The data collection technique in this research was via a survey instrument available through [surveymonkey.com](https://www.surveymonkey.com), a portal that facilitates for participants to submit their responses to the MLQ, WEIMS, and the demographic questions. The advantage of using a web-based survey is to allow participants to take their own time to complete the survey (Baatard, 2012). Web-based surveys are better at addressing the convenience of participants as participants can respond to questions on their schedule, at their pace, and can even stop and start again at another time (Bryman, 2012; Ju Ing & Ing, 2012). However, a disadvantage of web-based surveys is that participants may consider receiving unsolicited emails as invasion of privacy (Baatard, 2012).

I sent an email with a cover letter to all the participants in the research. The cover letter explained the survey instruments, the MLQ and the WEIMS, and the purpose of completing them. I avoided visiting the four organizations during the distribution of the survey because not meeting with participants assured preconception do not occur (Ward, 2013). Not meeting with participants during survey distribution also established a non-threatening environment that encourages the participants to be open and honest (Bernard, 2013; Hoskins & White, 2013)

Because Mind Garden organization leaders do not allow listing all survey questions, I included a partial list of questions as examples from the MLQ survey in

Appendix A. Appendix C includes a complete list of the WEIMS instrument's question. Thirty days after first making the questionnaires available to participants, I downloaded the response data and saved only the data from complete surveys into the SPSS software program for measurements and analysis.

The data collected from the online survey tool, SurveyMonkey.com, will remain stored in SPSS software until 5 years following the completion of the study when I will permanently delete the data. The data contained no information about the identities of participants because the Survey Monkey site automatically conceals any information about respondents to the surveys that it hosts.

### **Data Analysis**

By design, the findings from this quantitative correlational study answered the research questions using the questionnaire to elicit responses from the participants and provide data for analysis of the results. I analyzed the data from the two instruments and the demographic questions. The data represented the values for the independent variables, dependent variables, and moderators. The independent variables in the study were the three leadership styles scale scores, and I measured these composite scores using the responses to the MLQ. The dependent variable was motivation scores, and I measured the motivation scores using responses to the WEIMS instrument. The values for the moderators, age and salary resulted from the demographic portion of the survey. Age and salary were potential moderators in the analysis of hypothesis two and three. The predictor variables were operationalized below.



I entered the data into SPSS version 22.0 for Windows. I conducted descriptive statistics to describe the sample demographics as well as the distributions of the other research variables in the analyses. Descriptive statistics is appropriate because of its ability to collect, organize, and compare vast amounts of discrete and non-discrete data in a more manageable form (Bernard, 2013; Smith, 2014; Tipu, Ryan, & Fantazy, 2012). I calculated frequencies and percentages for any categorical variables of interest, such as age group and salary group.

Missing data have an impact on the validity of a study (Bernard, 2013; Bryman, 2012; Quintana, Park, & Cabrera, 2015). Bryman (2012) reported that it is necessary to report degree and causes of missing data as well as the method of managing any missing data. I addressed the threats to reliability by eliminating all entries with missing information and kept only the complete entries.

### **Hypothesis 1**

*H<sub>10</sub>*: There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*H<sub>1a</sub>*: There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation and this relationship is moderated by employee age and salary.

### **Subhypotheses 1**

*H<sub>A10</sub>*: There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*HAI<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation and this relationship is moderated by employee age.

*HBI<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*HBI<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation and this relationship is moderated by employee salary.

To examine hypothesis one, and the two sub-hypotheses specific to this focus, I conducted a set of two moderation analyses using the Baron and Kenny method (1986). Totawar and Nambudiri (2014) used the Baron and Kenny method to test the mediating role of the Quality of Work on the relationship between organizational justice and job satisfaction. Agrifoglio, Black, Metallo, and Ferrara (2012) used the Baron and Kenny method to examine whether extrinsic and intrinsic motivation would mediate the relationship between the perceived ease of use and intention of using a social media application. Pabayo et al., (2012) used the Baron and Kenny method to determine whether the perception of neighborhood features act as a mediator between social fragmentation and walking for exercise.

Moderation analysis was appropriate because I have posited that a worker's age and salary may be a factor in determining the strength or direction of relationship between their leader's style of leadership and their motivation. Moderators specify when or under what conditions something takes place. Moderators affect the direction or

strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). In the analysis, I determined whether age or salary modify the nature of the transformational leadership and employee motivation relationship.

For the proposed analyses, the independent variable was transformational leadership scores. The dependent variable was motivation in each of the resulting analyses. I assessed age for the significance of its moderating effect on the relationship between the leadership scores and motivation in hypothesis  $HA_1$ . For hypothesis  $HB_1$ , the independent variable and dependent variable were identical; however, in this analysis the moderating variable was salary.

## **Hypothesis 2**

$H2_0$ : There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

$H2_a$ : There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation and this relationship is moderated by employee age and salary.

## **Subhypotheses 2**

$HA2_0$ : There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

$HA2_a$ : There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation and this relationship is moderated by employee age.

*HB2<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

*HB2<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation and this relationship is moderated by employee salary.

To examine hypothesis two, and the two sub-hypotheses specific to this focus, I conducted a set of two moderation analyses using the Baron and Kenny method (1986). Because I have posited that a worker's age and salary may be a factor in determining the strength or direction of relationship between their leader's style of leadership and their motivation, moderation analysis was appropriate (Baron & Kenny, 1986). In the analysis, I determined whether age or salary do in fact modify the nature of the transactional leadership and employee motivation relationship.

For the analyses, the independent variable was be transactional leadership scores. The dependent variable was motivation in each of the resulting analyses. I assessed age for the significance of its moderating effect on the relationship between the leadership scores and motivation in hypothesis *HA<sub>1</sub>*. For hypothesis *HB<sub>1</sub>*, the independent variable and dependent variable were identical; however, in this analysis the moderating variable was salary.

### **Hypothesis 3**

*H3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*H3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation and this relationship is moderated by employee age and salary.

### **Subhypotheses 3**

*HA3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*HA3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation and this relationship is moderated by employee age.

*HB3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*HB3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation and this relationship is moderated by employee salary.

To examine hypothesis three, and the two sub-hypotheses specific to this focus, I conducted a set of two moderation analyses using the Baron and Kenny (1986) method. Because I have posited that a worker's age and salary may be a factor in determining the strength or direction of relationship between their leader's style of leadership and their motivation, moderation analysis was appropriate (Baron & Kenny, 1986). In the proposed analysis, I seek to determine whether age or salary modify the nature of the transactional leadership and employee motivation relationship.

For the analyses, the independent variable was transactional leadership scores. The dependent variable was motivation in each of the resulting analyses. I assessed age for the significance of its moderating effect on the relationship between the leadership scores and motivation in hypothesis  $HA_1$ . For hypothesis  $HB_1$ , the independent variable and dependent variable were identical; however, in this analysis the moderating variable was salary.

### **Moderation**

A moderator is an independent variable (Baron & Kenny, 1986). In a moderation model, there are three paths to the dependent variable, which are (a) Predictor predicts DV, (b) Moderator predicts DV, and (c) Interaction of predictor and moderator predicts DV (Baron & Kenny, 1986). If the interaction term is significant, then the moderation hypothesis receives support.

I conducted a hierarchical linear regression to assess if the moderator variables affect the relationship between the significant independent variables (discovered from step one of the hierarchical regression) and the dependent variable. In the first step of the regression, I entered the significant independent variable and moderator into the model to examine how much variance just the moderator and the independent variable indicate.

In the second step, I entered the interaction of the moderator and the independent variable into the model. To calculate the interaction, I centered the independent variable at a mean of 0 by subtracting the mean of the independent variable from all of the scores of that variable. I multiplied the centered independent variable by the moderator to create the interaction term. I examined the overall regression statistics, including the model  $F$

and  $p$ . As the regression statistics analysis was significant, I examined the  $t$  test results for the set of independent variables, including the moderator interaction variable, in each hypothesis test. From the nature of this analysis, effect sizes are not important to the determination of whether there is a moderating effect (Baron & Kenny, 1986). However, I assessed the overall regression for the  $R^2$  (i.e., coefficient of determination) to determine the amount of variance in the dependent variable that is accounted for by the set of independent variables (Tabachnick & Fidell, 2012). For significant predictor variables, I examined the unstandardized  $B$  to determine the linear relationship between the predictor and the outcome. If in the full model, the interaction term of the moderator and the independent variable is a significant predictor of the dependent variable, moderation is supported. For the latter situation, the independent variable and the moderator do not have to be significant for interactive moderation term's significance to be supported.

I used an alpha level of .008 (.05/6) to determine significance for the moderation analyses because the dependent variable is the same for each of the six resulting moderation analyses. Three moderation analyses conducted were for using age as a moderator, and three using salary level as a moderator.

### **Study Reliability and Validity**

#### **Reliability**

The overall reliability of quantitative research derives initially from the reliability of its instruments and methods for collecting and analyzing data and finally by the consistency and stability of its findings over time (Bernard, 2013). The initial reliability issue for this proposed study, then, is that of whether the MLQ and WEIMS are valid or

reliable instruments for measuring Qatari public sector employees' perceptions of their managers' leadership style and effectiveness as well as their perceptions of how leadership as they perceive it influences their motivation to work.

Previous researchers have provided evidence that the MLQ is a reliable instrument (Garg & Ramjee, 2013). The MLQ is the most widely accepted tool to test leadership styles (2011). The MLQ contains six scales of leadership factors; each having a Cronbach's a minimum alpha of 0.78 except for the scale concerning active management-by-exception, which is 0.63 in the initial test and 0.64 in a replication test (Bass & Avolio, 2004). Although some researchers claimed that the scores of Cronbach's alpha should be above 0.79 to be deemed highly reliable, others denoted that with the average correlation of between-factors scores of 0.83, the MLQ survey is a reliable and valid instrument to identify leadership styles (Garg & Ramjee, 2013). As discussed in the *Instruments* heading, the WEIMS is a reliable instrument for measuring employee motivation (Tremblay et al., 2009).

To examine the reliability of the resulting regression models in the proposed research, I assessed the overall models. I interpreted  $F$  statistics through their corresponding  $p$  values. Any  $p$  values of .05 or below will be interpreted as significant, and a good model fit. In addition, I examined the  $R^2$  to determine how much variability in the dependent variable can be accounted for by the independent variables to assess the precision of the model.



## **Validity**

External validity is the degree to which the conclusions in a study would hold true for other locations and types of organizations (Myrick & Feinn, 2014). One of the responsibilities of researchers is to minimize both internal and external validity issues that may exist because of the nature of the procedures, tools, and analytic methods that they have chosen to employ. I did not validate the findings of the study in the form of observable results caused by changes introduced into its participants' work because the study is neither an experimental nor a quasi-experimental design.

External validity is the ability to generalize the results from the sample population to the total population, and other researchers' ability to conduct the study and arrive at the same conclusions (Myrick & Feinn, 2014). The high possibility of arriving to the same conclusion exists because of meticulously documenting the data collection, coding, and analysis procedures (Smith, 2014). The use of the validated and reliable MLQ survey facilitates replication of the study in a different region or industry (Bass & Avolio, 2004).

Issues diminishing external validity include inaccurate analysis of data resulting from the use of unreliable instruments for collecting and processing data, complication in data analysis, or undesirable conditions at the time of data collection. The MLQ survey is a reliable instrument to identify leadership styles with consistency (Bass & Avolio, 2004). Tremblay et al. (2009) presented the WEIMS as a valid measure for employee motivation. Therefore, validity is not in jeopardy because of the employed instrument. In addition, the use of SPSS minimized threats to validity (Ward, 2013). The data receive collection and analysing without researcher interpretation or subjectivity.

I performed a crosscheck on all of the collected survey data, including numeric values for questions not relevant to the proposed study's research question and hypotheses. Crosschecks minimize potential threats to external validity, which may occur due to characteristics of the participants, the uniqueness of the setting, or the timing of the experiment. In addition to these crosschecks, I assessed each of the assumptions of the regression analysis for each regression model. These assumptions include the assumption of normality and the assumption of homogeneity of variance. If either assumption check indicates a violation, I would bootstrap the data to contribute to an analysis that is robust against these violations. Bootstrapping will allow the data to be resampled and examined without reliance on a normal or homoscedastic distribution. I visually assessed both assumptions through the examination of scatterplots. I noted the deviations from either assumption so that caution may be taken in interpreting the results.

### **Transition and Summary**

In this section, I discussed my study's methodology and design for recruiting and qualifying participants, administering surveys, analyzing and storing quantitative data, and assuring the validity of its findings. The section also explained the instruments that I used to collect and analyze numeric data pertaining to employee motivation and employee perceptions of management style and provided theoretical, historical, and ethical justification for my choice of instruments and methods. Section 3 of the completed study will provide discussions of the findings, conclusions, and potential applications of the proposed study to professional practice and its concomitant implications for social change.

### Section 3: Application to Professional Practice and Implications for Change

In this section, I outline the findings of the study, describe the applications to professional practice, and examine the implications for social change. I conclude with recommendations for action, recommendations for further research, and my personal reflections.

#### **Introduction**

The purpose for this quantitative correlational study was to examine the relationship between leadership styles and the level of employee motivation in the public sector in Qatar, and to determine the extent to which an employee's age or salary may affect this relationship. In my research design, the independent variables were the perceived degrees of transformational, transactional, and passive-avoidant leadership styles. The dependent variable was the level of employee motivation that I computed from responses on the WEIMS. Age and salary range were the moderators. In this section, I present the results of data analysis, which include Cronbach's alpha test of internal consistency for each scale calculated. This section also includes a series of four multiple linear regression analyses to test the research hypotheses. In this section, I discuss how leadership and motivation level are correlated.

This section includes a description of the sample and response rate, with demographic features displayed for noteworthy characteristics. In addition, for each scale created, I conducted a Cronbach's alpha measure of reliability to assess the internal consistency of the scales within the given sample. Results of the Baron and Kenny (1987) moderation analyses follow this preliminary assessment, with details to support or reject

alternative hypotheses as suggested by specific study findings. These results indicated that there was insufficient evidence to suggest a moderating effect of age and salary within many of the relationships between leadership styles and motivation; however, two results returned significant findings. In Hypothesis Test 1A, age moderated the relationship between transformational leadership and motivation. In addition, salary moderated the relationship between passive-avoidant leadership and motivation in Hypothesis Test 3B. From each of these analyses, I assessed each leadership value in terms of the influence it had on motivation.

### **Presentation of the Findings**

Studies have revealed that among employees from organizations throughout the world, deficiencies exist in motivation and interest in productivity (Aldulaimi & Sailan, 2012; Aziz, Silong, Karim, & Hassan, 2012; Cheng, 2015; Cowley & Smith, 2014). In specific terms, organizations in Qatar have had a reputation for delivering services that are late, over budget, or both (Aldulaimi & Sailan, 2012). The public sector in general includes a high proportion of aging employees who are particularly difficult to motivate (Cowley & Smith, 2014). Throughout the Middle East, motivating public sector employees to work at a higher level of productivity is a challenge among rapidly emerging government-controlled industries (Cheng, 2015).

This information leads to a general business problem that employees in the Qatar public sector, because of guaranteed employment for citizens, do not acquire skills to improve organizational performance and productivity (Berrebi, Martorell, & Tanner, 2009). The specific business problem resulting from guaranteed employment is that some

public sector Qatari managers have difficulty motivating employees to improve organizational performance and customer service levels (Williams, Bhanugopan, & Fish, 2011). To assess the details of these problems, this quantitative correlational study had the purpose of examining the relationship between leadership styles and the level of employee motivation in the public sector in Qatar, and to determine the extent to which an employee's age or salary may affect this relationship.

For each leadership style, I interpreted results of each regression to indicate the influence on motivation while controlling for (a) age and (b) salary by examining the standardized beta coefficient. For transformational leadership, the influence on motivation was the same strength (.62), whether controlling for age or for salary. Examination of the transactional leadership quality identified this leadership trait as also being strongly associated with motivation, though at a slightly lesser strength than transformational leadership. When controlling for age, I found that transactional leadership had a standardized beta coefficient of .60, which was slightly higher (.61) when controlling for salary alone. The final assessment revealed that passive-avoidant leadership had the weakest relationship with motivation out of the three leadership styles of interest. When controlling for age, I found that passive-avoidant leadership had a standardized beta coefficient of -.55, which increased to -.57 when controlling for salary only. The nature of the relationships between transformational or transactional leadership and motivation were direct, meaning that an increase in either leadership style corresponded with increased motivation. However, for passive-avoidant leadership, this

relationship was inverted, meaning that those who scored their leaders as highly passive-avoidant tended to report *lower* motivation.

### **Data Collection and Treatment**

Participants in the study consisted of employees working at any of the four public sector organizations whose leaders agreed to lend participants to the study. Volunteers were eligible to participate in the study if they met the following criteria: (a) employed in one of the organizations that accepted the invitation to participate in the study, (b) received an invitation letter to participate in the study, (c) had access to the Internet, (d) had worked for a minimum of 6 months at their current position, and (e) consented to participate in the study by acknowledging consent via the electronic consent form. I eliminated participants who did not meet all of the above criteria. I distributed surveys to 6,145 participants. The final data set consisted of complete responses from 92 participants, resulting in a 1.5% response rate. I sought to answer the following research questions:

*Research Question 1:* Is there a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and if so, is this relationship moderated by employee age?

*Research Question 2:* Is there a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and if so, is this relationship moderated by employee salary?

*Research Question 3:* Is there a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation, and if so, is this relationship moderated by employee age?

*Research Question 4:* Is there a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation, and if so, is this relationship moderated by employee salary?

*Research Question 5:* Is there a statistically significant relationship between perceived propensities of passive-avoidance leadership style and employee motivation, and if so, is this relationship moderated by employee age?

*Research Question 6:* Is there a statistically significant relationship between perceived propensities of passive-avoidance leadership style and employee motivation, and if so, is this relationship moderated by employee salary?

I answered the research questions by testing the following three pairs of null and alternate hypotheses to determine the extent and nature of any correlation between each designated value of the independent variables and the dependent variable:

*H1<sub>0</sub>:* There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*H1<sub>a</sub>:* There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and this relationship is moderated by employee age and salary.

*H2<sub>0</sub>:* There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

*H2<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation, and this relationship is moderated by employee age and salary.

*H3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*H3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation, and this relationship is moderated by employee age and salary.

To perform the analyses, I created a series of composite scores from responses to the MLQ and WEIMS. For the MLQ, I calculated transformational leadership, transactional leadership, and passive-avoidant leadership scores. From responses to the WEIMS, I calculated intrinsic motivation, integrated motivation, identified motivation, introjected motivation, external regulations, and amotivation scores. For each subscale, I conducted scoring procedures as outlined in each instrument's scoring manual. After combining survey items into each subscale, I calculated Cronbach's alpha coefficients to determine the degree of reliability for each scale.

**MLQ.** The items for transformational leadership had a Cronbach's alpha coefficient of 0.95, indicating excellent reliability. The items for transactional leadership had a Cronbach's alpha coefficient of 0.81, indicating good reliability. The items for passive-avoidant leadership had a Cronbach's alpha coefficient of 0.84, also indicating good reliability. Based on these findings, each of the leadership style scales of the MLQ can contribute to valid findings.



**WEIMS.** The items for intrinsic motivation had a Cronbach's alpha coefficient of 0.85, while the items for integrated motivation had a Cronbach's alpha coefficient of 0.84, and the items for identified motivation had a Cronbach's alpha coefficient of 0.86. The items for introjected motivation had a Cronbach's alpha coefficient of 0.80, indicating good reliability among all four of these subscales. The items for external regulations had a Cronbach's alpha coefficient of 0.74, indicating lower, but acceptable reliability. The items for amotivation had the lowest degree of reliability, with a Cronbach's alpha coefficient of 0.69. Though amotivation's alpha was just short of an acceptable rank, it did not reach .70, and was still within the *questionable* category. Table 1 presents the results of the reliability analysis.

Table 1

*Reliability Table for MLQ and WEIMS Subscales*

Scale	No. of items	$\alpha$
MLQ		
Transformational leadership	20	0.95
Transactional leadership	8	0.81
Passive-avoidant leadership	8	0.84
WEIMS		
Intrinsic motivation	3	0.85
Integrated motivation	3	0.84
Identified motivation	3	0.86
Introjected motivation	3	0.80
External regulations	3	0.74
Amotivation	3	0.69

## **Descriptive Statistics**

After creating subscales from each instrument, I assessed the spread and central tendency of each score within the sample. I analyzed these data tendencies using means and standard deviations. Based on the full range leadership theory, which I explained in Section 1 of this study, I assessed the subscales of the MLQ first. Participant scores for transformational leadership ranged from 0.55 to 3.75, with an average of 2.12 ( $SD = 0.80$ ). Observations for transactional leadership ranged from 0.75 to 3.62, with an average of 2.09 ( $SD = 0.59$ ), and passive-avoidant leadership scores ranged from 0.00 to 3.50, with an average of 1.87 ( $SD = 0.78$ ).

According to the self-determination theory, which I explained in Section 1 of this study, I assessed the WEIMS subscales next. The scores for intrinsic motivation ranged from 1.00 to 7.00, with an average of 4.30 ( $SD = 1.55$ ). For integrated motivation, scores ranged from 2.00 to 7.00, with an average of 4.19 ( $SD = 1.35$ ). The observations for identified motivation ranged from 1.33 to 7.00, with an average of 4.17 ( $SD = 1.47$ ). The observations for introjected motivation ranged from 1.00 to 7.00, with an average of 4.17 ( $SD = 1.42$ ). The observations for external regulations ranged from 2.00 to 7.00, with an average of 4.37 ( $SD = 1.11$ ). The observations for amotivation ranged from 1.00 to 5.67, with an average of 3.18 ( $SD = 1.25$ ). The overall self-determination index scores ranged from -18.00 to 20.67, and were 3.00 on average ( $SD = 10.15$ ). I present descriptive statistics for these scales in Table 2.

Table 2

*Means and Standard Deviations for Continuous Variables*

Variable	Min.	Max.	<i>M</i>	<i>SD</i>
Leadership				
Transformational leadership	0.55	3.75	2.12	0.80
Transactional leadership	0.75	3.62	2.09	0.59
Passive-avoidant leadership	0.00	3.50	1.87	0.78
Employee motivation				
Intrinsic motivation	1.00	7.00	4.30	1.55
Integrated motivation	2.00	7.00	4.19	1.35
Identified motivation	1.33	7.00	4.17	1.47
Introjected motivation	1.00	7.00	4.17	1.42
External regulations	2.00	7.00	4.37	1.11
Amotivation	1.00	5.67	3.18	1.25
Self-Determination Index	-18.33	20.67	3.00	10.15

**Frequencies and Percentages**

I assessed categorical data using a frequency count for each category and the percentage of the sample that each category represented. Within the sample, the most frequently observed age group category was 30-39 years ( $n = 34, 37\%$ ). Among the organizations from which I sampled participants, Organization D was slightly more common ( $n = 26, 28\%$ ), though a similar number of responses resulted from all four organizations. Most participants reported their salary as being between \$10,000 and \$14,999 ( $n = 24, 26\%$ ). I present these frequencies and percentages of sample characteristics in Table 3.

Table 3

*Frequencies and Percentages for Categorical Variables*

Variable	<i>n</i>	%
Age group		
19-29 years	9	10
30-39 years	34	37
50-59 years	19	21
40-49 years	25	27
Above 59 years	5	5
Organization name		
Organization A	23	25
Organization B	19	21
Organization C	24	26
Organization D	26	28
Salary group		
\$0 to \$4,999	17	18
\$5,000 to \$9,999	20	22
\$10,000 to \$14,999	24	26
\$15,000 to \$19,999	22	24
Above \$20,000	9	10

*Note.* Due to rounding error, some percentages may not sum to 100%.

**Hypothesis 1**

$H_{10}$ : There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

$H_{1a}$ : There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation, and this relationship is moderated by employee age and salary.

$H_{A10}$ : There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*HAI<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation and this relationship is moderated by employee age.

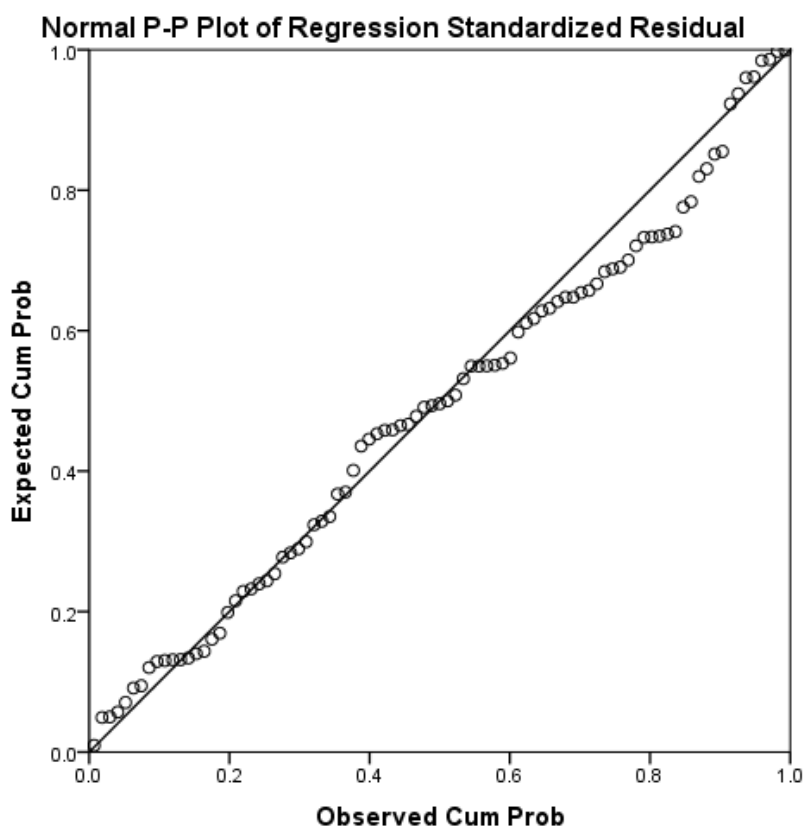
*HBI<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transformational leadership style and employee motivation.

*HBI<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transformational leadership style and employee motivation and this relationship is moderated by employee salary.

To assess hypothesis one parts A and B, I conducted a series of moderation analyses to assess the parts of these analyses. First, it was important to assess the relationship between transformational leadership and motivation. I assessed this objective in the first regression, where the analysis assessed transformational leadership for a statistical ability to predict motivation. This regression suggested that a relationship exists between transformational leadership and motivation [ $F(1, 87) = 52.93, p < .001, R^2 = .38$ ], where the  $R^2$  coefficient suggested that up to 38% of the variation in motivation scores can be estimated using scores of transformation leadership. These findings suggested that the moderating effects of age and salary could be part of the following Baron and Kenny (1986) moderation analyses. To complete the analyses, I created interaction terms for transformational leadership and age, and transformational leadership and salary by entering the variables and multiplying them together.

**Age as a moderator.** To assess the effect of age as a moderator of the relationship between transformational leadership and motivation, I conducted a

hierarchical regression with transformational leadership and age in step one and the interaction between the two variables added into the model in step 2. Prior to analysis, I assessed the assumption of normality and homoscedasticity through scatterplots. As seen in Figure 2 the data distributed about the perfect normal line, and Figure 3 shows a random distribution. Based on these results, data met the assumptions of both normality and homoscedasticity assumptions.



*Figure 2.* P-P plot for assessment of normality.

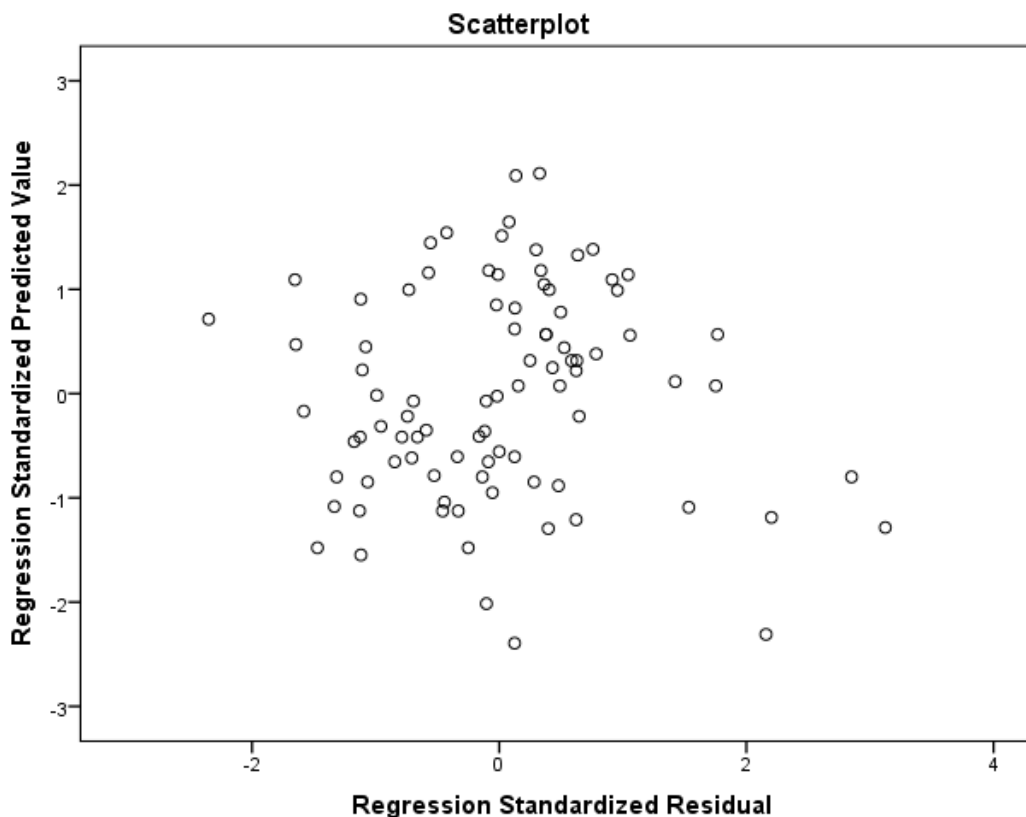


Figure 3. Standardized residual plot for assessment of homoscedasticity.

As assessing all assumptions, I conducted the regression to test age as a mediator. In step one, the model was significant, suggesting that age and transformational leadership predicted motivation when combined into a linear regression equation ( $F[2, 86] = 26.43, p < .001$ ). In step two, the interaction term was entered into the model, resulting in a final regression equation that was also significantly predictive of motivation ( $F[3, 85] = 19.89, p < .001$ ). Because the model was significant, I assessed the individual predictors, with special attention to the interaction term. According to Baron and Kenny (1986), if the interaction term in the final regression is significant, the findings support moderation. Results showed that the interaction between transformational leadership and age was a significant predictor ( $t = 2.14, p = .035$ ), suggesting that age was a moderator

to the relationship between transformation leadership and motivation. I presented these results in Table 4 below.

Table 4

*Results of Moderation Analysis for Age on Transformational Leadership and Motivation*

Source	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>
Step 1					< .001	.38
Transformational	7.90	1.09	.62	7.27	.000	
Age	-0.47	0.81	-.05	-0.58	.564	
Step 2					< .001	.41
Transformational	1.62	3.12	.13	0.52	.604	
Age	-0.67	0.80	-.07	-0.84	.401	
Transformational*Age	2.35	1.10	.53	2.14	.035	

**Salary as a moderator.** To assess the effect of salary as a moderator of the relationship between transformational leadership and motivation, I conducted a hierarchical regression with transformational leadership and salary in step one and the interaction between the two variables added into the model in step 2. Prior to analysis, I assessed the assumption of normality and homoscedasticity through scatterplots. As seen in Figure 4 the data distributed about the perfect normal line, and Figure 5 shows a random distribution. Based on these results, the data met the assumptions of both normality and homoscedasticity.



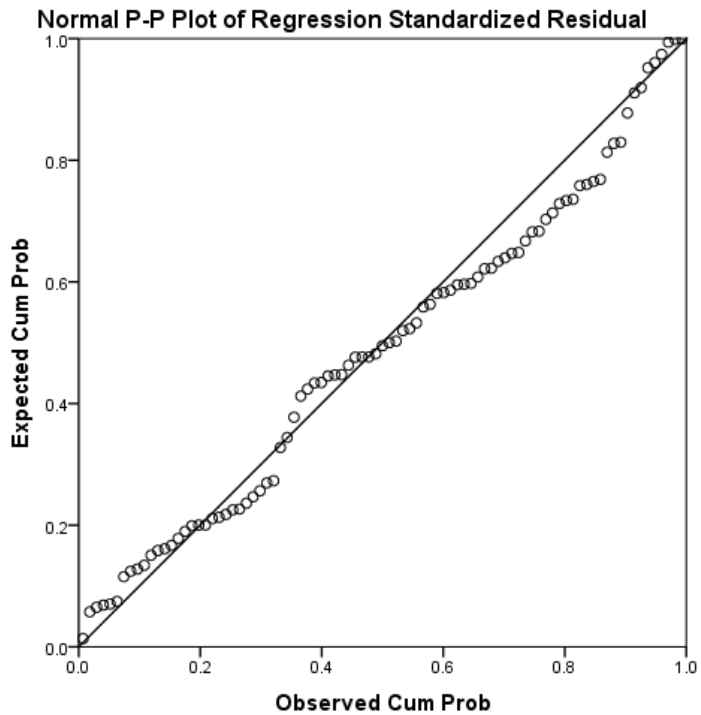


Figure 4. P-P plot for assessment of normality.

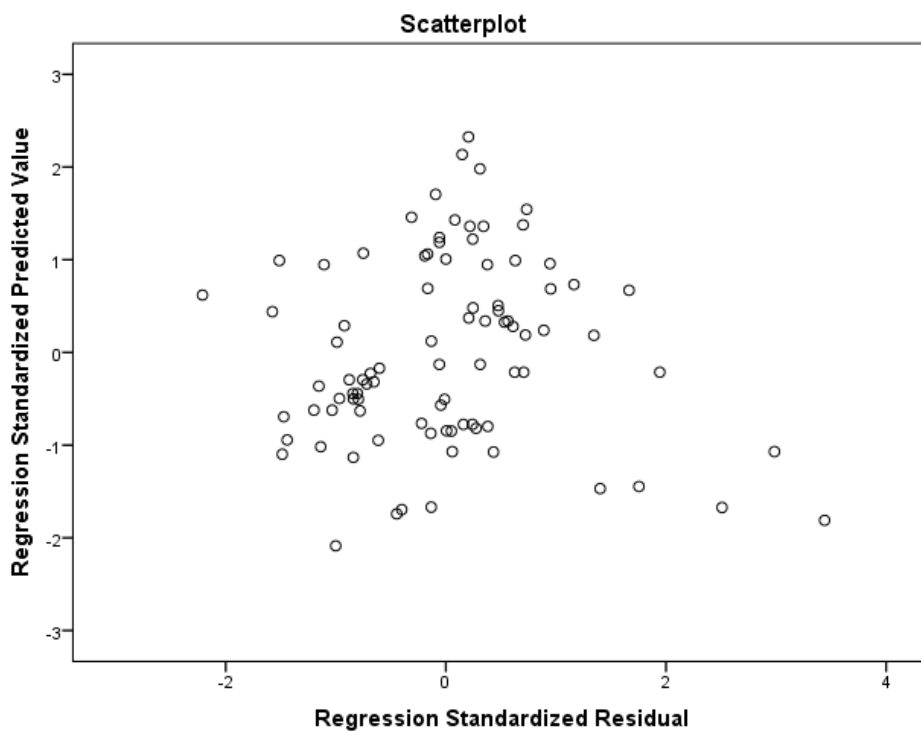


Figure 5. Standardized residual plot for assessment of homoscedasticity.

As data met all assumptions of the regression, I conducted the analysis to test salary as a mediator. In step one, the model was significant, suggesting that salary and transformational leadership predicted motivation when combined into a linear regression equation ( $F[2, 86] = 26.53, p < .001$ ). In step two, the interaction term was entered into the model, resulting in a final regression equation that was also significantly predictive of motivation ( $F[3, 85] = 17.95, p < .001$ ). Because the model was significant, I assessed the individual predictors, with special attention to the interaction term. According to Baron and Kenny (1986), if the interaction term in the final regression is significant, the findings support moderation. Results showed that the interaction between transformational leadership and salary was not a significant predictor ( $t = 0.93, p = .353$ ), suggesting that salary was not a moderator to the relationship between transformational leadership and motivation. I presented these results in Table 5 below.

Table 5

*Results of Moderation Analysis for Salary on Transformational Leadership and Motivation*

Source	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>
Step 1					< .001	.38
Transformational	7.91	1.09	.62	7.29	.000	
Salary	0.46	0.68	.06	0.68	.499	
Step 2					< .001	.38
Transformational	5.56	2.74	.44	2.03	.046	
Salary	0.36	0.69	.05	0.52	.604	
Transformational*Salary	0.79	0.85	.20	0.93	.353	

## Hypothesis 2

*H2<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

*H2<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation and this relationship is moderated by employee age and salary.

*HA2<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

*HA2<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation and this relationship is moderated by employee age.

*HB2<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of transactional leadership style and employee motivation.

*HB2<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of transactional leadership style and employee motivation and this relationship is moderated by employee salary.

To assess hypothesis two parts A and B, I conducted a series of moderation analyses to assess the parts of these analyses. First, it was important to assess the relationship between transactional leadership and motivation. I assessed this objective in the first regression, where I examined transactional leadership for a statistical ability to predict motivation. This regression suggested that a relationship exists between transactional leadership and motivation [ $F(1, 88) = 50.11, p < .001, R^2 = .36$ ], where the

$R^2$  coefficient suggested that up to 36% of the variation in motivation scores could be estimated using scores of transactional leadership. These findings suggested that I could assess the moderating effects of age and salary when completing the Baron and Kenny (1986) moderation analyses. I conducted this analysis using the same method as when testing hypothesis one.

**Age as a moderator.** To assess the effect of age as a moderator of the relationship between transactional leadership and motivation, I conducted a hierarchical regression with transactional leadership and age in step one and the interaction between the two variables added into the model in step 2. Prior to analysis, I assessed the assumption of normality and homoscedasticity through scatterplots. As seen in Figure 6 the data distributed about the perfect normal line, and Figure 7 shows a random distribution. Based on these results, the data met both normality and homoscedasticity assumptions.

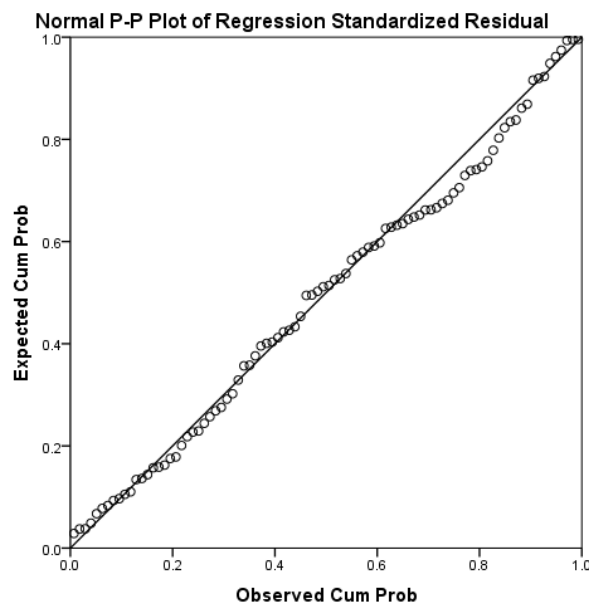


Figure 6. P-P plot for assessment of normality.

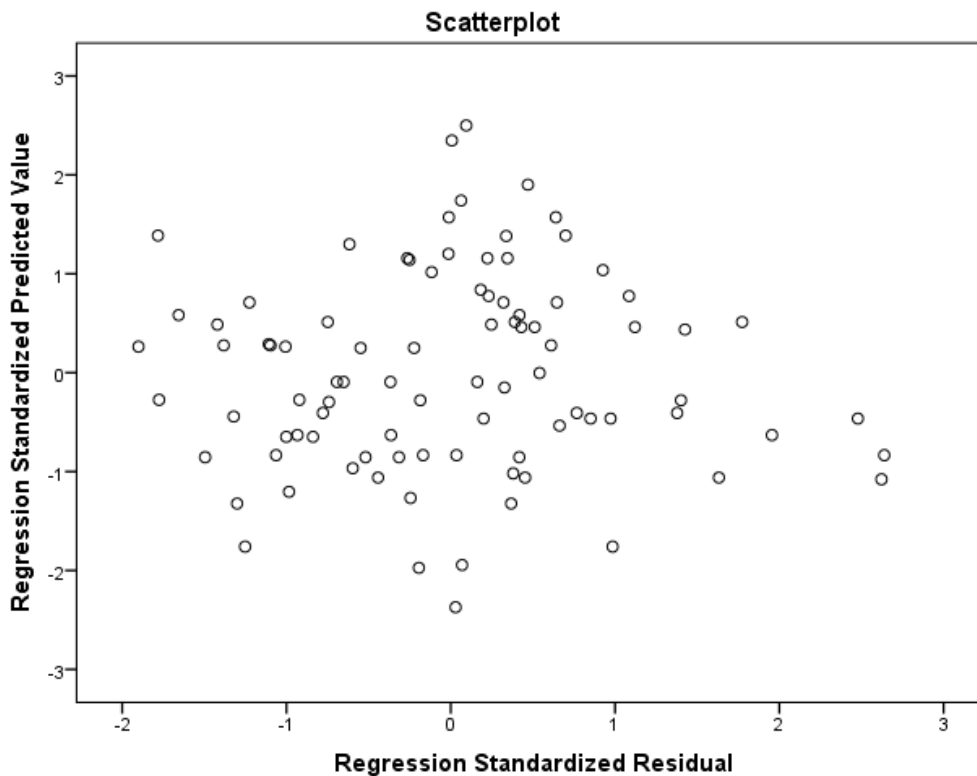


Figure 7. Standardized residual plot for assessment of homoscedasticity.

As the data met all assumptions of the analysis, I conducted the regression to test age as a mediator. In step one, the model was significant, suggesting that age and transactional leadership predicted motivation when combined into a linear regression equation ( $F[2, 87] = 24.83, p < .001$ ). In step two, the interaction term was entered into the model, resulting in a final regression equation that was also significantly predictive of motivation ( $F[3, 86] = 17.29, p < .001$ ). The model was significant, leading me to assess the individual predictors, with special attention to the interaction term. Results showed that the interaction between transactional leadership and age was not a significant predictor ( $t = 1.33, p = .187$ ), suggesting that age was not a moderator to the relationship

between transactional leadership and motivation. I presented these results in Table 6 below.

Table 6

*Results of Moderation Analysis for Age on Transactional Leadership and Motivation*

Source	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>
Step 1					< .001	.35
Transactional	10.44	1.48	.60	7.05	.000	
Age	-0.23	0.81	-.02	-0.29	.777	
Step 2					< .001	.35
Transactional	5.40	4.06	.31	1.33	.187	
Age	-0.39	0.82	-.04	-0.48	.633	
Transactional*Age	1.93	1.45	.31	1.33	.187	

**Salary as a moderator.** To assess the effect of salary as a moderator of the relationship between transactional leadership and motivation, I conducted a hierarchical regression with transactional leadership and salary in step one and the interaction between the two variables added into the model in step 2. Prior to analysis, I assessed the assumption of normality and homoscedasticity through scatterplots. As seen in Figure 8 the data distributed about the perfect normal line, and Figure 9 shows a random distribution. Based on these results, the data met both the assumption of normality and homoscedasticity assumptions.

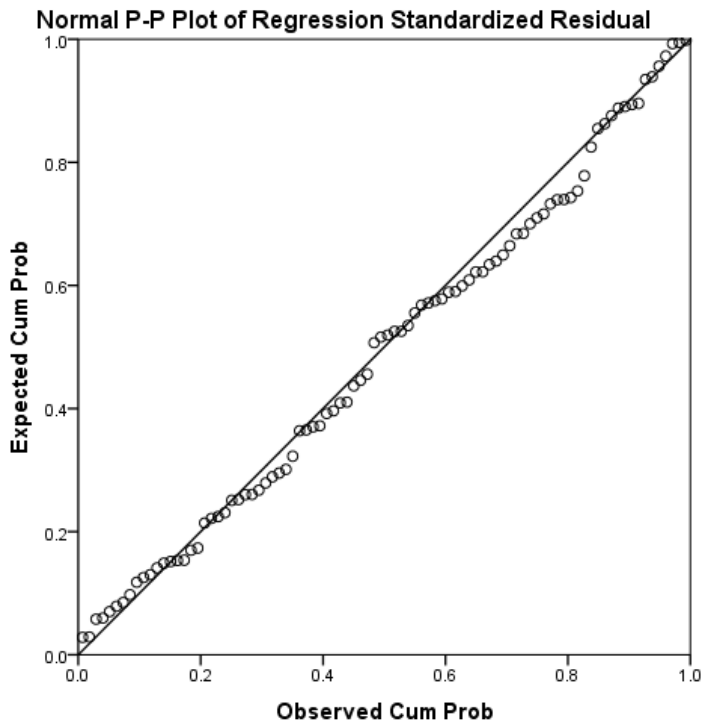


Figure 8. P-P plot for assessment of normality.

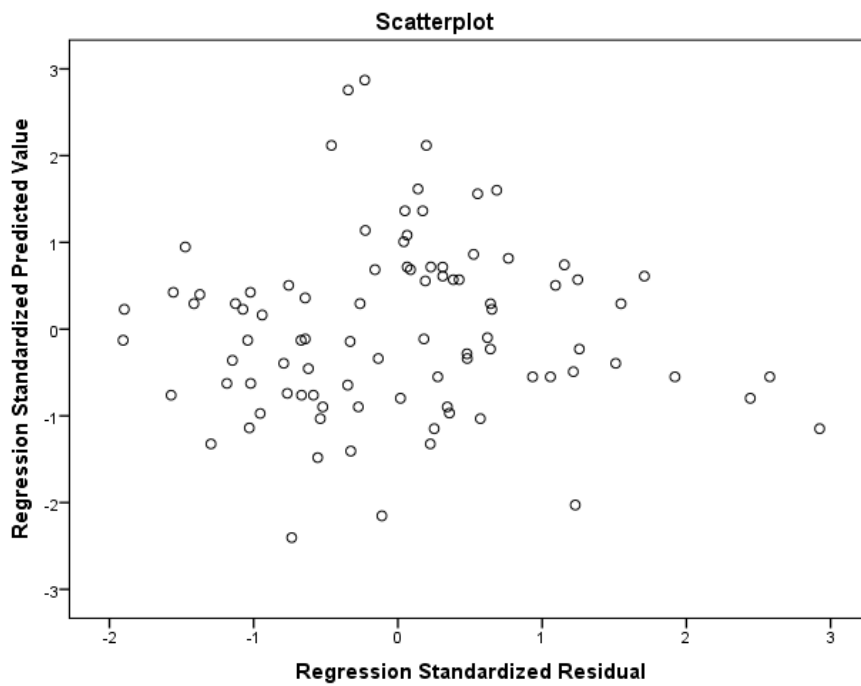


Figure 9. Standardized residual plot for assessment of homoscedasticity.

After testing all assumptions, I conducted the regression to test salary as a mediator. In step one, the model was significant, suggesting that salary and transactional leadership predicted motivation when combined into a linear regression equation ( $F[2, 87] = 24.88, p < .001$ ). In step two, I entered the interaction term into the model, resulting in a final regression equation that was also significantly predictive of motivation ( $F[3, 86] = 18.26, p < .001$ ). Because the model was significant, I assessed the individual predictors, with special attention to the interaction term. According to Baron and Kenny (1986), if the interaction term in the final regression is significant, the outcome supports moderation. Results showed that the interaction between transactional leadership and salary was not a significant predictor at an alpha of .05 ( $t = 1.89, p = .063$ ), suggesting that salary was not a moderator to the relationship between transactional leadership and motivation. I presented these results in Table 7 below.

Table 7

*Results of Moderation Analysis for Salary on Transactional Leadership and Motivation*

Source	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>
Step 1					< .001	.35
Transactional	10.46	1.48	.61	7.05	.000	
Salary	0.26	0.69	.03	0.38	.709	
Step 2					< .001	.37
Transactional	4.61	3.43	.27	1.34	.183	
Salary	0.09	0.69	.01	0.13	.899	
Transactional *Salary	2.04	1.08	.37	1.89	.063	



### Hypothesis 3

*H3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*H3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation and this relationship is moderated by employee age and salary.

*HA3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*HA3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation and this relationship is moderated by employee age.

*HB3<sub>0</sub>*: There is no statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation.

*HB3<sub>a</sub>*: There is a statistically significant relationship between perceived propensities of passive-avoidant leadership style and employee motivation and this relationship is moderated by employee salary.

To assess hypothesis three parts A and B, I conducted a series of moderation analyses to assess the parts of these analyses. First, it was important to assess the relationship between passive-avoidant leadership and motivation. I assessed this objective in the first regression where I analysed passive-avoidant leadership for a statistical ability to predict motivation. This regression suggested that a relationship exists between passive-avoidant leadership and motivation [ $F(1, 90) = 39.17, p < .001, R^2 = .30$ ], where

the  $R^2$  coefficient suggested that up to 30% of the variation in motivation scores could be estimated using scores of passive-avoidant leadership. These findings suggested that the moderating effects of age and salary could be a part of the Baron and Kenny (1986) moderation analyses. This analysis was conducted using the same method as when testing hypothesis one.

**Age as a moderator.** To assess the effect of age as a moderator of the relationship between passive-avoidant leadership and motivation, I conducted a hierarchical regression with passive-avoidant leadership and age in step one and the interaction between the two variables added into the model in step 2. Prior to analysis, I assessed the assumption of normality and homoscedasticity through scatterplots. As seen in Figure 10 the data distributed about the perfect normal line, and Figure 11 shows a random distribution. Based on these results, the data met both normality and homoscedasticity assumptions.

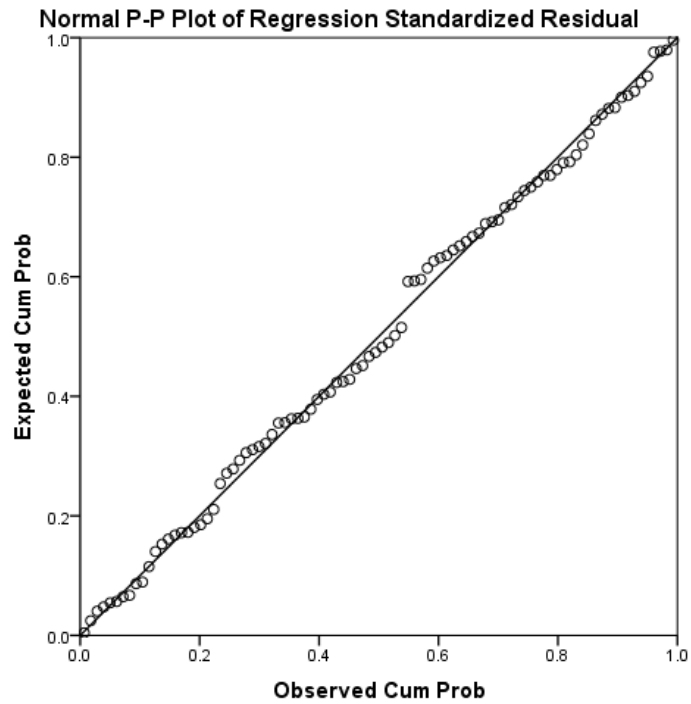


Figure 10. P-P plot for assessment of normality.

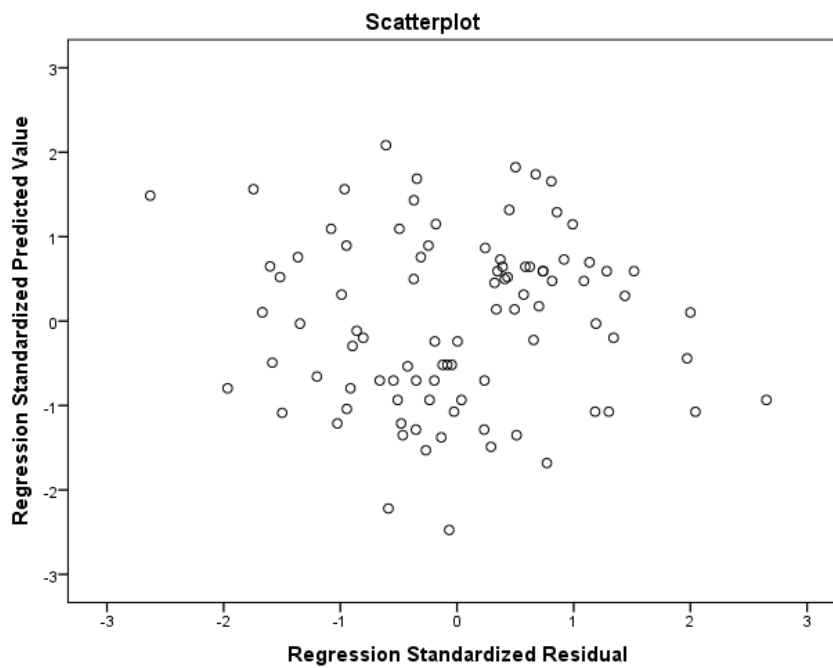


Figure 11. Standardized residual plot for assessment of homoscedasticity.

After testing all assumptions, I conducted the regression to test age as a mediator. In step one, the model was significant, suggesting that age and passive-avoidant leadership predicted motivation when combined into a linear regression equation ( $F[2, 89] = 19.41, p < .001$ ). In step two, the interaction term was entered into the model, resulting in a final regression equation that was also significantly predictive of motivation ( $F[3, 88] = 13.49, p < .001$ ). Because the model was significant, I assessed the individual predictors, with special attention to the interaction term. Results showed that the interaction between passive-avoidant leadership and age was not a significant predictor ( $t = -1.20, p = .232$ ), suggesting that age was not a moderator to the relationship between passive-avoidant leadership and motivation. I presented these results in Table 8 below.

Table 8

*Results of Moderation Analysis for Age on Passive-Avoidant Leadership and Motivation*

Source	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>
Step 1					< .001	.30
Passive-avoidant	-7.16	1.15	-.55	-6.23	.000	
Age	-0.20	0.85	-.02	-0.24	.809	
Step 2					< .001	.32
Passive-avoidant	-3.62	3.16	-.28	-1.14	.256	
Age	-0.38	0.86	-.04	-0.44	.660	
Passive-avoidant*Age	-1.35	1.13	-.30	-1.20	.232	

**Salary as a moderator.** To assess the effect of salary as a moderator of the relationship between passive-avoidant leadership and motivation, I conducted a hierarchical regression with passive-avoidant leadership and salary in step one and the interaction between the two variables added into the model in step 2. Prior to analysis, I

assessed the assumption of normality and homoscedasticity through scatterplots. As seen in Figure 12 the data distributed about the perfect normal line, and Figure 13 shows a random distribution. Based on these results, data met both the normality and homoscedasticity assumptions.

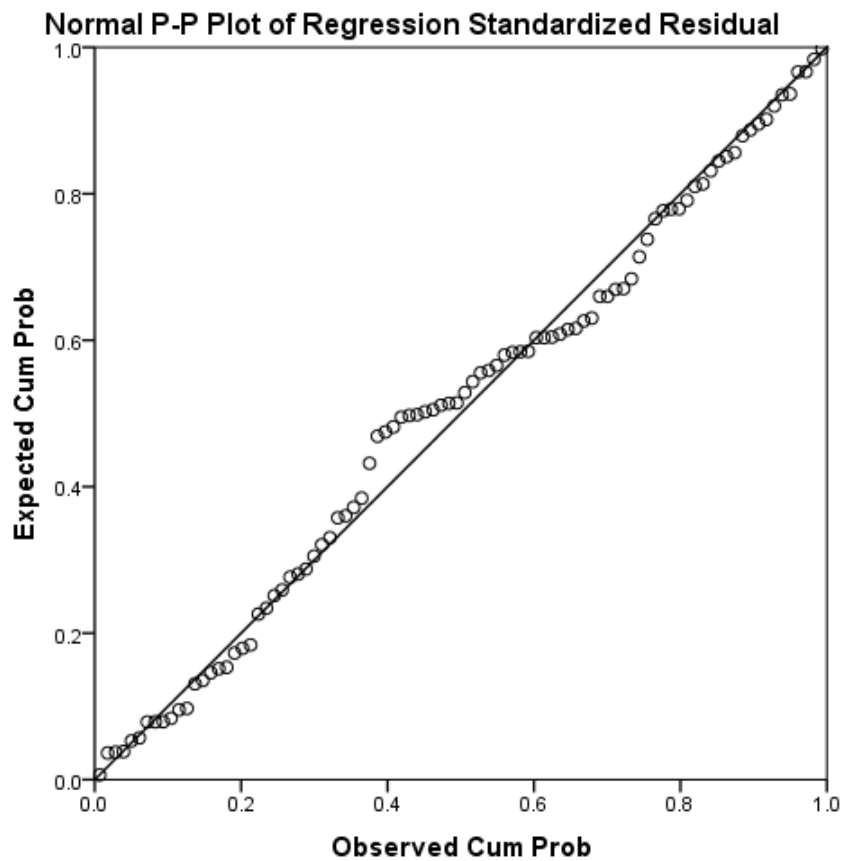


Figure 12. P-P plot for assessment of normality.

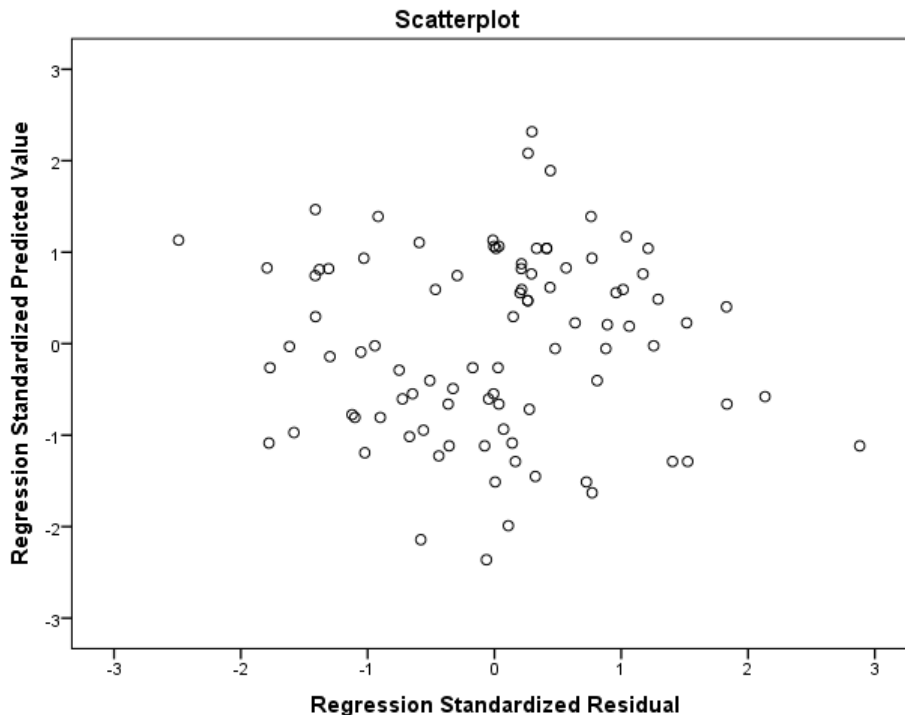


Figure 13. Standardized residual plot for assessment of homoscedasticity.

After assessing all assumptions, I conducted the regression to test salary as a mediator. In step one, the model was significant, suggesting that salary and passive-avoidant leadership predicted motivation when combined into a linear regression equation ( $F[2, 89] = 20.37, p < .001$ ). In step two, I entered the interaction term into the model, resulting in a final regression equation that was also significantly predictive of motivation ( $F[3, 88] = 15.63, p < .001$ ). Because the model was significant, I assessed the individual predictors, with special attention to the interaction term. According to Baron and Kenny (1986), if the interaction term in the final regression is significant, the results support moderation. Results showed that the interaction between passive-avoidant leadership and salary was a significant predictor ( $t = -2.13, p = .036$ ), suggesting that

salary was a moderator to the relationship between passive-avoidant leadership and motivation. I presented these results in Table 9 below.

Table 9

*Results of Moderation Analysis for Salary on Passive-Avoidant Leadership and Motivation*

Source	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>
Step 1					< .001	.31
Passive-avoidant	-7.41	1.16	-.57	-6.38	.000	
Salary	0.86	0.72	.11	1.18	.240	
Step 2					< .001	.35
Passive-avoidant	-2.18	2.71	-.17	-0.81	.422	
Salary	0.66	0.72	.08	0.93	.355	
Passive-avoidant *Salary	-2.00	0.94	-.44	-2.13	.036	

### Summary of Findings

In summary, I interpreted the regression analysis to indicate the influence on motivation while controlling for (a) age and (b) salary by examining the standardized beta coefficient. For transformational leadership, the influence on motivation was the same strength whether controlling for age or for salary. Examination of the transactional leadership quality identified this leadership trait as also being strongly associated with motivation. In the final assessment, I found passive-avoidant leadership to have the weakest relationship with motivation out of the three leadership styles of interest. It is worth noting that the nature of the relationships between transformational or transactional leadership and motivation were direct, meaning that an increase in either leadership style corresponded with increased motivation. However, for passive-avoidant leadership, I

discovered an inverse relationship, meaning that those who scored their leaders as highly passive-avoidant tended to report *lower* motivation.

Results of the Baron and Kenny (1987) moderation analyses indicated that there was insufficient evidence to suggest a moderating effect of age and salary within many of the relationships between leadership styles and motivation; however, two results returned significant findings. In hypothesis test 1A, I found age to moderate the relationship between transformational leadership and motivation. In addition, I also found salary to moderate the relationship between passive-avoidant leadership and motivation in hypothesis test 3B. From each of these analyses, I assessed each leadership value in terms of the influence it had on motivation.

Studies have found leadership to have a positive motivational effect (Abdul & Javed, 2012; Hamid & D'Silva, 2014; Zhang & Bartol, 2010). The results of this study were in line with other previous studies, which indicated that a relationship exists between leadership styles and employee motivation, commitment, and performance. Abdul and Javed (2012) mentioned that different leadership styles would give different results with respect to bank employee motivation. Mujkic, Sehic, Rahimic, and Jusic (2014) presented in their research paper that transformational leadership, compared to other contemporary leadership styles, contributes to higher levels of employee satisfaction and motivation. Newman (2012) mentioned in his doctoral dissertation that local government employees prefer transformational leadership, as measured by their scores on leader effectiveness, employee satisfaction, and extra effort. Because transformational leadership shows a significant positive relationship with employee



motivation and performance at work, organizations should attempt to develop this leadership style, as motivated employees are most desirable at work environments. By implementing programs that encourage leaders to develop transformational leadership style, organizations will be able to improve the motivation levels of their employees (Mujkic et al., 2014).

### **Applications to Professional Practice**

Understanding whether a relationship exists between leadership styles and employee motivation is vital in attempting to obtain high-level productivity from employees within any workforce. The findings of this study indicate that a relationship exists between perceived leadership styles and employee motivation in the public sector in Qatar. Leaders should consider the implications of these findings to be able to maintain employee motivation and engagement. The sharp drop in oil and gas prices worldwide was a major reason for decision-makers in Qatar to do what they can to cut budgets and make use of the full potential employees' productivity through motivating them to work. The cost of services in the public sector in Qatar have been rising at alarming rates and have accounted for a substantial percentage of overhead (Aldulaimi & Sailan, 2012).

Transformational leadership had a positive impact on participants.

Transformational leadership involves motivating followers to commit to shared targets, challenging followers to be innovative problem solvers, and developing followers' leadership capacity through coaching, mentoring, and the provision of challenge and support (Bass & Riggio, 2004). The lack of transformational leadership will result in

discontent with supervisors, lack of advancement opportunities, and little social or coworker support (Hamid & D'Silva, 2014).

When an employee perceives support from organizational leaders, his or her individual sense of accomplishment and contributions to the organization improves (Hamid & D'Silva, 2014). Hamid and D'Silva (2014) further stated that workers who received organizational support were effectively inclined to work hard. Leaders with passive-avoidant leadership styles negatively correlate with employee motivation levels for participants. Lack of organizational support is the motivational component most prominent for the participants. Passive leader refers to leaders waiting passively for mistakes and errors to occur and taking action to correct them. Leaders might practice passive MBE in cases where leaders have a large number of subordinates who report to them (Bass & Riggio, 2004).

The findings of this study had several implications for major audiences. For example, the results of the study could help to shape how managers interact with their subordinates in making a suitable and motivated work environment. The findings of this study may also become a source of information for the academic debate on how transformational leadership is relevant to public sector leadership styles in Qatar.

Transformational leadership concerns a focused attempt to produce awareness and significance in the organization while seeking to increase the confidence of the individuals or groups. An emphasis exists on moving with subordinates from merely existing and producing, to promoting their growth and unique contributions (Caillier, 2014). The five factors of transformational leadership include, idealized influence

attributed, idealized influence behavior, inspirational motivation, intellectual stimulation, and individual consideration (Avolio & Bass, 2004). The study is timely and particularly relevant because it is the first of its kind to be discuss leadership and motivation within the public sector in Qatar and will hopefully be studied in additional sectors or countries.

### **Implications for Social Change**

Public sector plays a vital role in the development of any economy. Government leaders monopolize organizations of the public sector, which gives the public sector certain characteristics. In Qatar, economic development mainly depends on industrial development. Oil and gas industries, shipping industry, and petrochemical productions are required for supplying raw materials to small industries. A big investment is required for establishment of such industries. The public sector provides the capital for these industries while it is practically not possible for a private sector to run these industries. Therefore, the public sector role is important for the economy development. In addition, the majority of Qatari citizens' works in the public sector; therefore, public sector organizations require many labor employees from different education, experience, and abilities backgrounds. The public sector in Qatar is experiencing a big challenge. Leaders can overcome the challenges by the effort of highly motivated and productive workforces (Aldulaimi & Sailan, 2012). Hence, any improvement in the public sector in Qatar will result to an improvement in the country's society and quality of living.

The public sector in Qatar performs vital functions in the society and has a crucial role to play in developing individuals, communities, organizations, and cultures. If public sector organizations are performing well, the society will improve. The public sector

organizations may improve when their department heads provide responsive leadership that will increase their employee motivation.

The study results identified effective leadership models in the public sector in Qatar. This knowledge enables managers and leaders to enhance their leadership style decisions and, consequently, drive positive social change. The results of this study might affect social change by revealing possible key determinants of effective leadership that will lead managers to improve employee motivation in the public sector in Qatar. Public organizations' leaders who practice suitable leadership styles with their employees will actively improve employee engagement in different measures. When public organizations' leaders achieve higher levels of employee motivation, the companies will have more opportunities to (a) exercise corporate sustainability initiatives, (b) stimulate the economy, (c) improve community services, and (d) improve business practices. The success of public organizational leaders will also improve common practices of their workforce by providing a sustainable work environment. From the research findings and the literature review, I determined that transformational leadership style creates the most motivated employees who can make substantial changes to the public sector. Motivated employees could be inspired to effect social change through various mediums within their communities and their organizations.

### **Recommendations for Action**

The results of this study indicated the significance of the relationship between transformational, transactional, and passive-avoidant leadership styles and the level of employee motivation within the public sector organizations in Qatar. I will present the

results of the study through business conference presentations and journal articles, as identified and appropriate for this topic. I will also give a summary letter of the findings to the four organizations that participated in the study and intend to present results to managers as requested. The results of the study may be of interest to researchers working for the government of Qatar, who study the correlates of employee motivation. Key stakeholders, such as decision makers within Qatar, may also be interested in how the findings can contribute to improve the work environment and the services offered by the ministries and the public sector organizations. Based on the analysis, transformational leadership is very likely a key determinant for improving employee motivation and engagement for employees working for the public sector organizations.

Aziz, Silong, Karim, and Hassan (2012) mentioned that well-developed leadership techniques could increase the level of motivation by incorporating employee needs for optimal job performance in leadership strategies. For government leaders, or leaders within the public sector, to apply these concepts to management practices, leaders should make adjustments to incorporate themes from the research findings. Leaders at all level of any type of organization in the public sector can apply the transformational leadership style for achieving optimal employee motivation. Improving employee motivation will positively affect employee job performance and organizational effectiveness (Aziz et al., 2012).

Leaders could apply the results from this research study to other platforms by communicating the results from this research study in leadership conferences, senior meetings, and leadership training. Organizational leaders, as well as business owners,

could use the research results to create leadership strategies that could raise employee motivation. In general, employees must appear motivated to perform for the best business results and organizational leaders in both the private and public sectors could benefit from improved employee performance. From the results of this study, leaders should avoid the passive-avoidant leadership style, as it does not boost the motivation level of employees.

### **Recommendations for Further Research**

The results of the study revealed relationships between perceived leadership styles and employee motivation in the public sector in Qatar. Results from previous studies indicated a relationship between perceived leadership styles and employee motivation and performance, and indicated the need for more research to advance knowledge in this area (Chaudhry, Javed, & Sabir, 2012; Vanhala & Stavrou, 2013). Future researchers could conduct similar research but draw from larger populations and study larger sample sizes in order to support or refute these results. Future researchers should examine results across gender and other external factors, such as incentives and organizations' goals, which could possibly have an effect on the relationship between leadership and employee motivation.

Considering participant's gender could have varied the research results. The responses of women tend to pertain to principals, gratitude, support, and communication (Jackson, Alberti, & Snipes, 2014). However, the responses of men pertain more to career development, independence, rewards, and resources. Therefore, men and women could have different approaches to leadership and motivating employees (Jackson et al., 2014).

Other researchers (AbuKhalifeh & Som, 2013) believed that women have a desire to motivate intrinsically, while men focus on extrinsic motivation.

In the public sector environment, leaders need employees to act highly engaged and motivated if they are looking for success. Leaders must understand and address the external factors that may affect the relationship between leadership and motivation. Some of the factors are a) frequent and rapid changes in management, b) hard to measure goals, c) the public visibility of the public sector work, and d) the use of government incentives. Future research can consider these factors and measure how they affect employee motivation, and study how leaders can address them.

Another suggestion for future study is to explore the relationship between leadership and employee motivation in different cultures. The impact of leadership styles on employee motivation is possibly different, and measures of effective leadership styles vary among different cultures (Hwang et al., 2015). The same research in the west could lead to different results.

A final suggestion for future study is to investigate the relationship between leadership styles and employee motivation in different industry sectors. For instance, the relationships between leaders and employees in the private sector can appear different from these relationships in public sector organizations. Factors affecting employee engagement in private sector corporations might be different from those in public sector.

### **Reflections**

The goal of the study was to obtain the employees' perceptions of the leadership

styles used by managers and gather information on the employees' motivation levels to determine if an association exists between these two variables. The findings were useful in determining which leadership style is more suitable to employ by public sector leaders. As a person who interacted with the public sector in Qatar over the past 6 years, I have witnessed and experienced effective leadership and less effective leadership. I have noted the positive and negative impacts of leadership actions and styles on employees' performance. These observations led me to the idea of this research and encouraged me to disseminate the research findings so others can make use of them.

My connections within the public sector in Qatar have provided me with credibility during the research process. As an active member in the community, I was able to communicate my idea and interests about the topic of this research with the managements in the organizations I used for my sample participants. Personal biases and preconceived ideas did not exist in the analysis of findings, the possible effects thereof were minimized or negated based on the fact the participants had no direct contact with me, but instead completed online questionnaires anonymously. By conducting a quantitative study, no personal interpretation of ambiguous statements were of concern; rather, the quantitative analysis is more robust to the potential effects of personal interpretations of respondents' than would qualitative studies. The results of the study were not surprising to me personally, as they are in line with my expectations based on the existing literature and work experience.

### **Conclusion**

In this quantitative correlational study, I explored the relationship between the



perceived leadership styles and employee motivation for employees working in the public sector in Qatar. The independent variables were the perceived transformational, transactional, and passive-avoidant leadership styles as evaluated by 92 employees working at four different organizations in the public sector. The dependent variable was employee motivation. The moderator variables are employee age and employee salary.

Respondents identified the dominant leadership styles of their direct administrator in their organization. For transformational leadership, the influence on motivation was the same strength whether controlling for age or for salary. Examination of the transactional leadership style identified this leadership trait as also being strongly associated with motivation. Passive-avoidant leadership had the weakest relationship with motivation out of the three leadership styles of interest. The nature of the relationships between transformational or transactional leadership and motivation were direct, meaning that an increase in either leadership style corresponded with increased motivation. However, for passive-avoidant leadership, this relationship was inverted, meaning that those who scored their leaders as highly passive-avoidant tended to report *lower* motivation.

Results of the Baron and Kenny (1987) moderation analyses indicated that there was insufficient evidence to suggest a moderating effect of age and salary within many of the relationships between leadership styles and motivation; however, two results returned significant findings. In hypothesis test 1A, age moderated the relationship between transformational leadership and motivation only. In hypothesis test 3B salary moderated

the relationship between passive-avoidant leadership and motivation only. From these analyses, I assessed each leadership value in terms of the influence it had on motivation.

The results of the study indicated that transformational and transactional leadership styles may increase levels of motivation for all participants, and passive-avoidant leadership styles may decrease level of motivation for all participants. An analysis of moderated variables revealed some differences existed when controlling the relation by age or salary group, but the differences were not significant. The finding of this research indicated that the link between age and salary with the relationship between leadership and motivation is weak.

These findings formed the basis of the recommendations that public sector leaders may take a proactive position by promoting the interest of their employees to make them effective in their functions. Applying a suitable leadership style will enable individual employees to adhere with the present environment, promote sustainability of government programs and stay motivated to take part in the activities for the achievement of the objectives of the organization. Organizations in the public sector in Qatar must retain motivated employees to enhance productivity and maintain efficiency. The strong position of the public sector will enable the country to achieve Qatar's National Vision of 2030 for social development, human improvement, and the establishment of a suitable environment.

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## Appendix A: Sample Items From the MLQ (5x)

Note: The publisher does not grant permission to publish the entire text of the measurement tool.

<b>Leadership Dimension</b>	<b>Statement</b>
Idealized Influence (Attributed Charisma)	My leader instills pride in me for being associated with him or her.
Idealized Influence (Behaviors)	My leader specifies the importance of having a strong sense of purpose.
Inspirational Motivation	My leader articulates a compelling vision of the future.
Intellectual Stimulation	My leader seeks differing perspectives when solving problems.
Individualized Consideration	My leader spends time teaching and coaching.
Contingent Reward	My leader makes clear what one can expect to receive when performance goals are achieved
Management-by-Exception (Active)	My leader focuses attention on irregularities, mistakes, exceptions, and deviations from standards
Management-by-Exception (Passive)	My leader shows that he or she is a firm believer in "If it is not broke, don't fix it."
Laissez-faire	My leader delays responding to urgent requests

## Appendix B: MLQ Reproduction License

**Sales Receipt for Order 24097**

Placed on Thursday, November 22, 2012 at 2:08 am (PDT, UTC-7)

**Ship To:**

Anas Al Haj  
 Walden University  
 anas\_al\_haj@hotmail.com  
 447828117761

61 Glyn Rhosyn  
 Cardiff Cardiff CF23 7DS  
 GB (United Kingdom)

**Bill To:**

Anas Al Haj  
 Walden University  
 anas\_al\_haj@hotmail.com  
 447828117761

61 Glyn Rhosyn  
 Cardiff Cardiff CF23 7DS  
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			Sales Tax:	\$0.00
			<b>Order Total:</b>	<b>\$135.00</b>

Payment method: Visa

This order has been paid in full.

Our privacy policy is available [here](#) .

## Appendix C: The Work Extrinsic and Intrinsic Motivation Scale

<i>Why Do You Do Your Work?</i>									
Using the scale below, please indicate to what extent each of the following items corresponds to the reasons why you are presently involved in your work									
Does not correspond at all		Corresponds moderately					Corresponds exactly		
1	2	3	4	5	6	7			
1.	Because this is the type of work I chose to do to attain a certain lifestyle.	1	2	3	4	5	6	7	
2.	For the income it provides me.	1	2	3	4	5	6	7	
3.	I ask myself this question, I don't seem to be able to manage the important tasks related to this work.	1	2	3	4	5	6	7	
4.	Because I derive much pleasure from learning new things.	1	2	3	4	5	6	7	
5.	Because it has become a fundamental part of who I am.	1	2	3	4	5	6	7	
6.	Because I want to succeed at this job, if not I would be very ashamed of myself.	1	2	3	4	5	6	7	
7.	Because I chose this type of work to attain my career goals.	1	2	3	4	5	6	7	
8.	For the satisfaction I experience from taking on interesting challenges	1	2	3	4	5	6	7	
9.	Because it allows me to earn money.	1	2	3	4	5	6	7	
10.	Because it is part of the way in which I have chosen to live my life.	1	2	3	4	5	6	7	
11.	Because I want to be very good at this work, otherwise I would be very disappointed.	1	2	3	4	5	6	7	
12.	I don't know why, we are provided with unrealistic working conditions.	1	2	3	4	5	6	7	
13.	Because I want to be a "winner" in life.	1	2	3	4	5	6	7	
14.	Because it is the type of work I have chosen to attain certain important objectives.	1	2	3	4	5	6	7	
15.	For the satisfaction I experience when I am successful at doing difficult tasks.	1	2	3	4	5	6	7	
16.	Because this type of work provides me with security.	1	2	3	4	5	6	7	
17.	I don't know, too much is expected of us.	1	2	3	4	5	6	7	
18.	Because this job is a part of my life.	1	2	3	4	5	6	7	

*Note.* Intrinsic motivation = 4,8,15; integrated regulation = 5,10,18; identified regulation = 1,7,14; introjected regulation = 6,11,13; external regulation = 2,9,16; amotivation = 3,12,17.

## Appendix D: Age and Salary Groups

Q1. What is your age group? Please choose from the following.

<b>Group</b>	<b>Age group</b>
<b>Group A</b>	19-29 Years Old
<b>Group B</b>	30-39 Years Old
<b>Group C</b>	40-49 Years Old
<b>Group D</b>	50-59 Years Old
<b>Group E</b>	Above 59 Years Old

Q2. What is your salary group? Please choose from the following.

<b>Group</b>	<b>Salary Group (Monthly)</b>
<b>Group F</b>	\$1,000 -\$4,999
<b>Group G</b>	\$5,000 -\$9,999
<b>Group H</b>	\$10,000 -\$14,999
<b>Group I</b>	\$15,000 -\$19,999
<b>Group J</b>	Above \$20,000

## Appendix E: Letter to Participant

Dear Participant,

**Subject: Research Questionnaire**

I am currently undertaking a research study for my doctoral degree from Walden University. The title of my research project is “Leadership Styles and Employee Motivation in Qatar Organizations”.

I sincerely hope that you will be able to help me with my research by completing a 65 items questionnaire. The link to the questionnaire can be found at the bottom of this email. I would be very grateful if you could find the time to complete the questionnaire. It should take no longer than 30 minutes to complete.

Prior to starting the questionnaire, please read the consent form attached to this email.

If you have any queries concerning the nature of the research or are unclear about the extent of your involvement in it please contact me on [REDACTED]

Finally, can I thank you once again for taking the time to consider my request and I look forward to your reply.

Yours sincerely,

Anas Al Haj



#### Appendix F: Preinvitation Letter From the Organization to Participants

Dear Colleagues,

“Mr Anas Al Haj, a student at Walden University, is planning to conduct a doctoral research study on “Leadership Styles and Employee Motivation in Qatar Organizations”.

You will soon receive an invitation email from Mr Al Haj to participate in the research.

Participating is voluntary”.

## Appendix G: Individual Informed Consent Form

## CONSENT FORM

You are invited to take part in a research study of the effects of leadership style on employee motivation in the public sector in Qatar. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part. Please read this document, and print a copy if you wish to keep one for your files. A researcher named Anas Al Haj, who is a doctoral student at Walden University, is conducting this study.

**Background Information:**

The purpose of this study is to conduct an assessment to find out if any relationship exists between different leadership styles and employee motivation level in the public sector in Qatar.

**Procedures:**

If you have been working with the organization for at least 6 months, and you agree to be in this study, you will be asked to complete a written survey concerning the leadership style of your manager and your motivation level. The survey contains 65 questions, 45 questions with five-point Likert scale, 18 questions with seven-point Likert scale, and two demographic questions to identify your salary and age groups. It takes 20 to 30 minutes to complete the survey.

Voluntary Nature of the Study:

Your participation in this study is voluntary. This means that your decision of whether or not you want to be in the study will be respected. No one at your place of employment will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind during the study. If you feel stressed during the study, you may stop at any time.

**Risks and Benefits of Being in the Study:**

Participation in this research presents no foreseeable risk or benefits to the participants. The outcome of this research study could suggest leadership styles which may improve the productivity and efficiency of employees in the public sector in Qatar.

**Compensation:**

The participants in this study will not receive compensation.

**Confidentiality:**

The survey will be anonymous. Any information you provide will be kept confidential. The researcher will not use your information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in any reports of the study. In order to protect your privacy, no signature is being collected and your completion of the survey would indicate your consent, if you choose to participate.

**Contacts and Questions:**

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via phone at [REDACTED] or e-mail at [REDACTED].

You can also contact the chair of the committee members, Dr. Kathleen Barclay on

████████████████████. If you have questions about your rights as a participant, you can contact Walden University's Research Participant Advocate (USA number ██████████ ██████████ or email address: [irb@waldenu.edu](mailto:irb@waldenu.edu)). Walden University's approval number for this study is 12-11-15-0201413 and it expires December 10, 2016.

**Statement of Consent:**

I have read the above information and I feel I understand the study well enough to make a decision about my involvement.

If you choose to participate in this research, please click here to begin completing the questionnaire or copy and past the link below in your browser.

[www.surveymonkey.com/.....](http://www.surveymonkey.com/.....)