Direct and Indirect Impact of Leadership on Perceived Work Motivation and Perceived Job Satisfaction

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Abstract

The aim of the current study is to understand the relationship between three variables which are leadership, perceived work motivation and perceived job satisfaction. For this research, a sample of 180 employees had taken from the different service sector organization of Lahore and Multan city, Pakistan. The data was collected through adapted survey questionnaires and was recorded in SPSS 22 for the purpose of analysis. The two dimensions of leadership (Transformational & Autocratic), perceived work motivation and perceived job satisfaction were analyzed. To analyze the hypothesis, we used inter correlation matrix and regression analysis. The tests resulted that transformation leadership, overall leadership and work motivation have significant and positive correlation other than autocratic leadership which is significant but negative. Perceived work motivation is also positive significant with leadership and its dimensions. Regression results showed that transformational leadership, overall leadership and motivation are significant and strong predictor but autocratic leadership is weak and insignificant predictor of perceived job satisfaction. Test also resulted that leadership and its dimensions are significant predictor of perceive work motivation and motivation is a possible mediator between leadership and perceived job satisfaction. The result can help in practical implication in organizations which can provide their employees a strong leadership training to empower the mind to increase their motivation level and job satisfaction.

Keywords: Transformation & Autocratic Leadership, Work Motivation, Job Satisfaction.

1.　Introduction

There are various studies that investigate the present aim on leadership and work motivation with job satisfaction around the world, but there is a lack of this research in the internal side of businesses. There is extensive studies agree on finding that job satisfaction is dependent on leadership and work motivation variables. In prior studies, researchers investigated each variable and there are few who examined the relationship of leadership and work motivation as an independent variable and job satisfaction as a dependent variable.

According to(Lussier & Achua, 2015), a co-worker will be more motivated if a leader is more effective. In the same manner, a leader will be more effective if its workers are motivated. Leadership can be called a tangled or a complex characteristic because there are various definitions of it due to study in different manners. In this way, a leadership can be explain as an action of exchanging information and ideas , acquiring acceptance of vision with motivating workers through which it can be exchange and implement with each other.

According to N. J. Allen and Meyer (1990),in their research they analyzed to get the results of this question that how can an organization assess their workers that they are contented, please ,satisfy and devoted to an organization. Authors conclude in their studies that there was no clear response whether work motivation and satisfaction are influenced by other aspects that are inter-connected to employees. In addition, they are interlinked to their organization and feel efficient towards it. Responsibility, bonding, remuneration and rewards can be assesses through work motivation.

Based on various studies and theoretical concepts above, work motivation can be assessed as a key value for the accomplishment of an organization. Because the model oriented leadership enhance the motivation level to worker gradually. The studies showed that leadership has significant impact on work motivation (Mihrez & Thoyib, 2015; Widiyanto, 2011).

2.　Literature Review

2.1　Leadership

Every worker wants to adopt leadership style in their organization. Because managers always influence on employee's attitude and behavior due to their leadership approach in organizations. In this way, employees are motivated and instigated due to the reaction of effective leadership. (Abbas & Asghar, 2010) reported that when managers influence or affect employees to achieve their firm goals, they are called successful leaders as well. However, for accomplishing organizational goals there is not only enough to hold employees instigate and motivate but also help and guide in achieving their personal goals in organization. Motivation and leadership are reciprocated. Leadership efficacy is critically based on and that's why specify the leader 's capability to instigate members in achieving collective goals, mission or vision collectively (Shamir, Zakay, Breinin, & Popper, 1998). According to(Faeth, 2004), the ability and characteristic of a leader is to keep its impact on others ,not certainly necessary to be a manager. On the other hand, any person can retain or acquire leadership traits and can also be a

manager as well. Managerial leadership is defined in three parts (technical skill, decision-making skill and inter-personal skill). Firstly, technical skills are defined as an ability to avail procedures and approaches in a way to accomplish a goal. While decision-making skills are defined as an ability to share ideas and conceptual positions for solving situations with alternatives and try to take leverage convenience and opportunity.

2.2   Transformational and Autocratic leadership styles

Lussier and Achua (2015) stated that Transformational leadership explores to change the status in which say clearly to members and solve their problems in the articulate system with imperative vision so that a new organization can be. According to(Avolio & Bass, 1995), transformational leaders can be described as switching and changing completely through connecting their members with a clear direction, motivation and inspiration. Transformational leaders can change completely an uncertain or weak organization through impacting or influencing their workers with motivation and inspirations. Through this there can be create a positive and definite change in knowledge and development of organization. There are four main items in transformational leadership behaviors, namely: idealistic influence, inspirational motivation, individualized consideration and the last is intellectual stimulation. Further Kark and Van Dijk (2007) examine that the inspirational motivation is the conception and formation of a performance with clear vision, sensitive an emotional arguments to motivate, enthusiasm, encouragement and aspiration. In idealized influence, the behaviors can be sacrificed for the betterment of the team, with ethics and norms. In individualized consideration, there is supporting, acknowledging and drilling to members. Lastly, intellectual stimulation defines the behavior that push to appreciation for solving problems of members with a new aspect.

2.3   Job satisfaction

According to Lok and Crawford (2004), Job satisfaction has been derived from a broadly aspect. It is described as a positive sensitive or emotional phase where an employee has recognition of worth and contentment with his/her work. Job satisfaction or dissatisfaction is influenced by a man's job expectation and actual achievement relationship.

Herzberg, Mausner, and Snyderman (1959) specified a two factor theory in which there are contrary and unrelated these two factors: job satisfaction and job dissatisfaction. These can't be measured on the same continuity. There are considered "satisfiers" motivators in intrinsic factors. On the other hand, there are considered "dis-satisfiers" hygiene factors in extrinsic factors.

(Hackman & Oldham, 1975)stated a job satisfaction model in which employee response absolutely positive to their task or work. If they practice their work noteworthy and they consider their work significant and efficient with job performance.

2.4   Work Motivation

Luthans (1998)reported that motivations is defined as a measure that development, empower, reinforce, boost, and performance. Motivation can strengthen and inspire people for attaining adequately, internally to acquire a goal that can motivate them to work and committed to their work.

Intrinsic motivation specifies to carry out an action for practicing the contentment and satisfaction internally (Deci, Connell, & Ryan, 1989). However, cognitive evaluation theory and self-determination theory, rewards that are explained as a data about any person's ability and to satisfy will increase intrinsic motivation. (Wright & Pandey, 2005) described in their work that emotional attachment and loyalty is one of the most important factors of employee motivation that binds the employee to stick to the organization, many other benefits associated with the organization are also part of motivation.

Frey (1997) reported, extrinsic rewards can be defined as fiscal advantage that relate it negatively with intrinsic work motivation. Intrinsic motivation has imperatively reliance on extrinsic motivation.Wright and Pandey (2005), examined that employee motivation is an affecting bonding, integrity and loyalty to their organization that keep stick it to organizations as a part of motivation.

2.5   Work Motivation and Job Satisfaction

According toSaleem, Mahmood, and Mahmood (2010), they analyzed the relation of work motivation and job satisfaction towards their impact on each other. An employee's efficiency is the outcome of job satisfaction and it can also be understand as a predictor of satisfaction. Therefore, employees required to take more time in their organization for job satisfaction until they get satisfied.

According to Herzberg et al. (1959), there can be some certain factor as well uncertain factors that can cause the job satisfaction: Intrinsic and extrinsic factors. Extrinsic factors are the basic needs like status, salary and benefits etc. If an organization does not provide appropriate extrinsic factors, which can cause the job dissatisfaction. While the intrinsic factors show the emotional needs that will be potential growth, work environment, recognition etc. These factors can cause of satisfaction and motivation in an organization if there is

empowering individual worker.

2.6   Leadership, Work Motivation and Job Satisfaction

Dvir and Shamir (2003) reported that employees give up responsibility with transformational leadership less in contrast to other leaderships in an organization with their employees. Although, if providing working environment better to employees and facilitating them according to their needs for better outcome. All these are the positive symptoms to transformational leadership overall (Lund, 2003).

There was an identified significant factor job satisfaction, which influence employee's attitude positively. An employee's positive attitude and behavior shows efficiency, loyalty, responsibility and bonding to its organization in a long run (Sun & Lu, 2005).

From various studies, results show the positive impact of transformational leadership on job satisfaction among employee (D. G. Allen, Shore, & Griffeth, 2003; Avolio & Bass, 1995; Shahzad, Bashir, & Ramay, 2008). Furthermore, job satisfaction has significant impact on efficiency, fulfillment, contentment, and performance towards their organization (Pieterse, Van Knippenberg, Schippers, & Stam, 2010; Schwepker, 2001; Voon, Lo, Ngui, & Ayob, 2011)

Harrell (2008) examined that at the best of times, they introduced leadership theories which always define that a leader has significant strong and effective impact on a person, team or an organization level outcome. Moreover, a worker motivation is considered to be a basic system through which a leader influences and has strong impact. Therefore it concludes that it depends on a leader's capability to strong, improve and enhance the motivation level of workers. Mihrez and Thoyib (2015) reported that work motivation is a simulation of individual behavior and of behavior towards its group association. Every worker's behavior also reflects the leaders motivation style especially a leader's intelligence, that how to impact on workers?

(Mihrez & Thoyib, 2015) stated that work motivation is a significant impact on worker itself. That makes a motivator to workers eminently. Mostly studies explore this issue in association to work motivation, there cannot overlook the impact of leadership.

3.   Hypothesis

H1: Leadership has a significant positive association with Job Satisfaction.
H1a: Transformational Leadership has a significant positive association with Job Satisfaction.
H1b: Autocratic Leadership has a significant negative association with Perceived Job Satisfaction.
H2: There is a significant positive association between Leadership and Perceived Work Motivation.
H2a: Transformational Leadership has a significant positive association with Perceived Work Motivation.
H2b: Autocratic Leadership has a significant negative association with Perceived Work Motivation.
H3: There is a significant positive association between perceived work motivation and Perceived Job satisfaction.
H4: Leadership is a significant predictor of Job satisfaction.
H4a: Transformational Leadership is a significant positive predictor of Perceived Job Satisfaction.
H4b: Autocratic Leadership is a significant positive predictor of Perceived Job Satisfaction.
H5: Leadership is a significant predictor of Perceived Work Motivation.
**H5a:** Transformational Leadership is a significant positive predictor of Perceived Work Motivation.
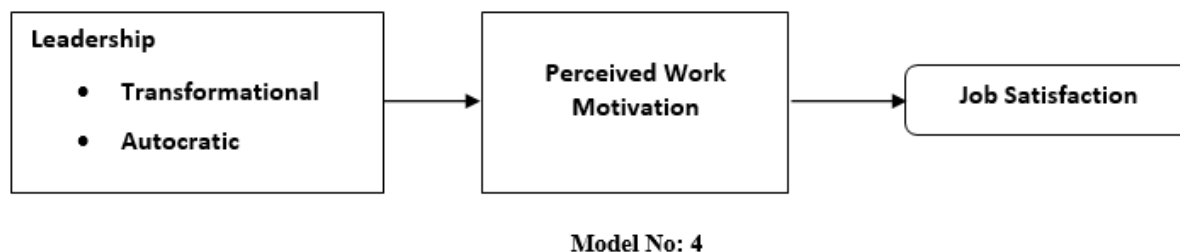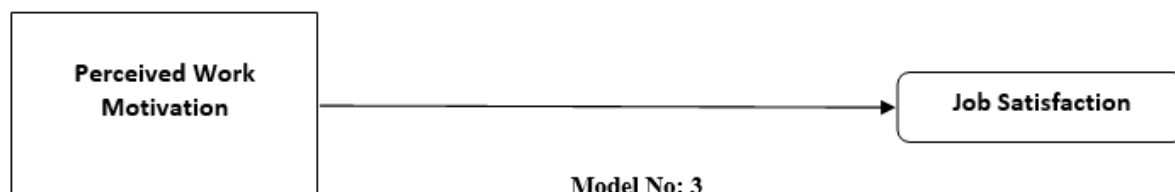**H5b:** Autocratic Leadership is a significant positive predictor of Perceived Work Motivation.
H6: Perceived Work Motivation is a significant predictor of Perceived Job Satisfaction.
H7: Perceived Work Motivation is a possible mediator between Leadership and Perceived Job Satisfaction.

4.   Research Models

Model No: 3

Model No: 4
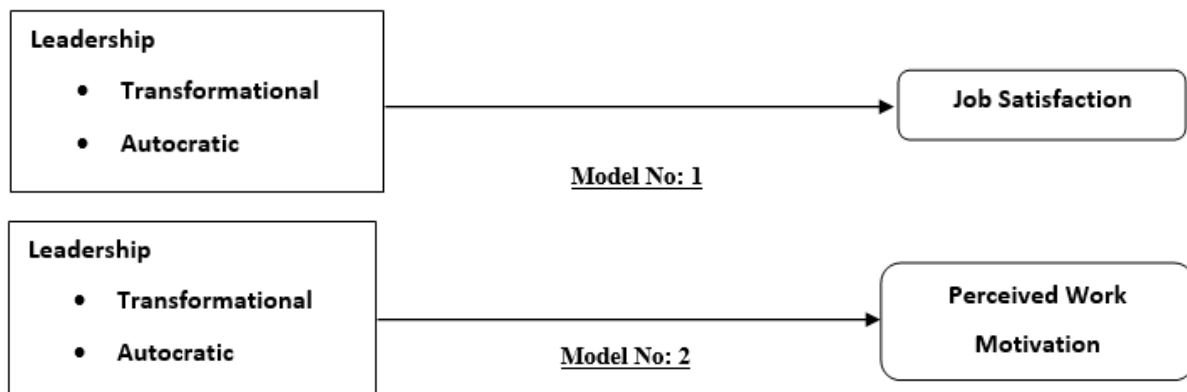
5.1 Sampling &Data Collection

To conduct our research we chose service sector organizations. The data was collected from 10 different private and public sector organizations in Multan and Lahore city, Pakistan. The data collection was done using simple random sampling from different employees. The data was collected through self-administered survey questionnaire. Initially 220 questionnaires were distributed of which 180 useable response were collected. The response rate was 81%. A five point likert measure was used to gather data. The table no.1 gives the frequency of the data which include Gender, marital Status, Age, Qualification and Experience. We can see that the collected data included 122 male with the percentage of 68.8 and 58 females with percentage of 32.2. There were 101 people, who were single (56.1%) and 79 (43.9%) married. While in age group we can see that the majority belonged to 21-25 which is 62 (34.4%), 47 are in category of 26 to 30 (26.1%), 49 are from the segment of 31 to 35 (27.2%) while 19 belonged to the age group of 36 to 40 (10.6%) and at the last 3 people are from 41 and above with the percentage of 1.7. We can also see that 105 (61.5%) from the total sample have the qualification of Master while 66 (38.6%) people have MS or M.Phil. qualification. In experience category shows that 24 (13.3%) people rage from the category of 1 to 5 years, 106 (58.9%) have 6 to 10 years of experience, 50 (27.8%) have 11 years and above.

Table No.1   Demographic Results

Variable	Category	Frequency	Percentage
Gender	Male	122	68.8
	Female	58	32.2
	Total	180	Cumulative = 100
Marital Status	Single	101	56.1
	Married	79	43.9
	Total	180	Cumulative = 100
Age	20 to 25	62	34.4
	26 to 30	47	26.1
	31 to 35	49	27.2
	36 to 40	19	10.6
	41 and above	3	1.7
	Total	180	Cumulative = 100
Qualification	Masters	105	61.4
	MS/M.Phil. And above.	66	38.6
	Total	180	Cumulative = 100
Experience	1 to 5 years	24	13.3
	6 to 10 years	106	58.9
	11 years And above	50	27.8
	Total	180	Cumulative = 100

6. Measurement

6.1 Leadership

The measurement of leadership Multifactor Leadership Questionnaire (MLQ) by Meyer, Allen, and Smith (1993).the scale was adopted accordingly. The MLQ was used in many other research's as well (Durrani, 2014; Naile & Selesho, 2014).The estimated Cronbach's alpha reliability test was 0.80.

6.2   Motivation

To judge the work motivation, adapted 8 item questionnaire from WEIMS – *Work Extrinsic and Intrinsic Motivation Scale (*Tremblay, Blanchard, & Villeneuve, 2009). The original scale contained 18 items. The scale begins with question "Why do you do your work?" which follows the 18 item scales for example "For the income it provides me", "Because this job is part of my life", and so on. A seven point likert scale was used to record the responses. The estimated Cronbach's alpha reliability test was 0.91.

6.3   Job Satisfaction

To measure perceived job satisfaction level we adapted the scale developed by Ven, H, and L. (1980) which was previously used by many researchers as well (Adeel, Durrani, & Waseef-ul-Hassan, 2015; Begley & Czajka, 1993; Bhuian & Islam). A scale of seven point likert was used and the internal reliability test result was 0.85.

7.   Analysis Results

7.1   Correlation

The table no. 2 indicates that perceived job satisfaction has a significant positive relationship between transformation leadership (r=.495, $p < 0.01$) and a significant negative association with Autocratic Leadership (r= 0.495, $p < 0.01$) Justice and Job Satisfaction (r= -0.112, $P < 0.01$) which proves our hypothesis H1a and H1b. there is a positive association between perceived work motivation and transformation leadership (r= 0.562. $p < 0.01$) and also with autocratic leadership (r= 0.504, $p < 0.01$) which proves our hypothesis H2a but rejects our hypothesis H2b. a positive association is also exist between work motivation and perceive job satisfaction (r= 0.330, $p < 0.01$) which proves our hypothesis H3. The overall leadership has strong positive association with work motivation (r= 0.614, $p < 0.01$) and with perceived job satisfaction (r= 0.339, $p < 0.01$) which proves our hypothesis H1 and H2.

Table 2: Correlation Analysis

No.	Variable	1	2	3	4	5
1	*Transformational Leadership*	1				
2	*Autocratic Leadership*	.501**	1			
3	*Motivation*	.562**	.504**	1		
4	*Leadership*	.852**	.880**	.614**	1	
5	*Perceived Job Satisfaction*	.495**	-.112**	.330**	.339**	1

**Correlation is significant at the 0.01 level (two tail test)

7.2   Regression

To test the direct impact of leadership (Transformation & Autocratic) and motivation we used regression analysis. Table no. 3 helps us to understand the results. We can see that transformational leadership (B= 0.509, p = .000), perceived work motivation (B= 0.329, p = .000) and overall leadership (B= 0.696, p = .000) have significant and positive impact on job satisfaction. While autocratic leadership (B= 0.104, p = .135) has very low and highly insignificant impact in job satisfaction. The results prove our hypothesis H4, H4a and H6 but rejects H4b.

Table 3: Direct Impact on Perceived Job Satisfaction

No	Variable	B	t	Sig
1	*Transformational Leadership*	0.509	7.608	.000
2	*Autocratic Leadership*	0.104	1.500	.135
3	*Motivation*	0.329	4.671	.000
4	*Leadership*	0.696	10.371	.000

Significant at the 0.01 level (two tail test)

We also tested our hypothesis H5, H5a and H5b which are resulted in table no. 4. The results indicate that transformational leadership (B= 0.581, p = .000), autocratic leadership (B= 0.472, p = .000) and overall leadership (B= 0.696, p = .000) are significant and strong predictor of perceives work motivation. The results prove our hypothesis H5, H5a, H5b.

Table 4: Direct Impact on Perceived Work Motivation

No	Variable	B	t	Sig
1	*Transformational Leadership*	0.581	9.072	.000
2	*Autocratic Leadership*	0.472	7.794	.000
3	*Leadership*	0.696	10.371	.000

Significant at the 0.01 level (two tail test)

        In table no. 5 we tested the possible mediating variable. We tested the indirect impact of leadership on perceived job satisfaction through perceives work motivation. We can see that the beta level of leadership (B= 0.247, p = 0.14) drops down and becomes insignificant. While the best level of perceives work motivation (B= 0.495, p = .000) increases and remains significant. This proves that perceived work motivation is a possible mediator between leadership and perceived job satisfaction and proves our hypothesis H7.

Table 5: Indirect Impact of Leadership on Perceived Job Satisfaction

No	Variable	B	t	Sig
1	*Leadership*	0.247	2.481	0.14
2	*Motivation*	0.495	3.216	.000

Significant at the 0.01 level (two tail test)

8. Conclusion & Future Recommendations

Based on the results we can clearly see that job satisfaction is significantly and positively associated with overall leadership, transformational leadership and perceived work motivation but significantly negative with autocratic leadership. Perceived work motivation is also significantly positive with transformational, autocratic leadership, overall leadership and perceived job satisfaction. The regression results suggested that both leadership and motivation is significant predictor of perceived job satisfaction. Leadership also is significant predictor of perceived work motivation. We also resulted that motivation is a possible mediator between leadership and job satisfaction.

        For future studies we will recommend the same study with different population and sample size. We can use other dimensions of leadership e.g. transactional and charismatic leadership. We strongly suggest the study of perceived work motivation as a mediator between leadership and perceived job satisfaction.

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