

Leadership and Employee Motivation: Moderating Role of Gender

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Abstract

With the present business environment which is creating a strong demand pull for quality and efficient logistics services, core issues are being gradually removed with time but HR issues are still neglected. Motivation can be the key process of boosting the morale of employees to encourage them to willingly give their best in accomplishing assigned tasks. During growth of any sector, dimensions of leadership can have great impact on employee motivation. This research paper analyzes impact of transformational leadership on employee motivation and moderating role of gender. The result shows significant positive correlation between transformational leadership and employee motivation and gender does moderate the relationship.

Key Words: Intellectual stimulation, transformational leadership, individual consideration

I. Introduction

Logistics is assuming great importance in the Indian economy especially when most industries are witnessing very strong growth rates. This has resulted in a significant rise in the volume of freight traffic to be moved. But lack of talent and other HR issues are going to become crucial challenges to the rail and public transport sector in particular, and the whole transportation and logistics industry in general. As numerous population of the world is ageing, the available workforce is ageing along with it. In consequence of this, there is lack of talent, so there will be a battle for young and skilled workers (PwC Report – Transportation and Logistics 2014).The required pace of efficiency and quality

improvement will demand rapid development of capabilities of logistics service providers. And with logistics being a service oriented sector, skill development will emerge as a key capability. Along with identification, nurturing and grooming of young talented leaders for tomorrow will be a big question to be considered. Though skill issues exist in varying degrees in all segments of logistics, leadership can influence employees to deliver their best. This paper focuses on leadership role and motivation of employees in this sector.

Leadership is a universal phenomenon across cultures and the ability to successfully adapt to changes in the environment and maintain the internal health, which are considered to be the major factors for effectiveness and survival of organizations.

Motivation is defined as the power that triggers action that follows (Cheng, & Cheng, 2012). Motivation may be defined as the degree to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile (Johnson, & Johnson, 2003). Barling et al. (1996) in the study to understand impact of transformational leadership conducted a “pretest-posttest control group design”, and found that managers who participated in a transformational leadership program were rated as having higher levels of intellectual stimulation and individualized influence by their subordinates than those who did not participate. Since inspirational motivation and intellectual stimulation dimensions of transformational leadership that focus on setting goals are likely to motivate employees with high mission valence, organizations may be able to enhance the performance of individuals with high mission valence by incorporating transformational leadership training into their management’s professional development programs. While leadership capabilities are important in all business disciplines, the unique challenges in the logistics and supply chain arena make them a

critical part of achieving results. The primary objective of this research project is to identify and analyze how leadership style impacts employee motivation and does gender moderate this relationship.

II. Literature Review

Leaders are individuals who establish direction for a working group of individuals who gain commitment from these groups of members to this direction and who then motivate these members to achieve the direction's outcome (Conger, J.A, 1992). Organizational success in achieving its goals and objectives depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction, commitment and productivity. Motivation is the reason for engaging in a particular behavior, especially human behavior as studied in economics, psychology and neuropsychology. These reasons may include basic needs such as food or a desired object, hobbies, goal, state of being, or ideal. The motivation for a behavior may also be attributed to less-apparent reasons such as morality. It refers to the initiation, direction, intensity and persistence of human behavior. Motivation is the key to achieve extraordinary results. It is an employee's basic enthusiasm about accomplishing activities related to work, and the cause that drive an individual to decide and take action. Every employee has activities, events, people, and goals in his or her life that he or she finds motivating. So, motivation exists in some or the other aspect of life in each and every person's conscious actions.

Relationship between Transformational Leadership and Employee Motivation

Transformational leadership has been conceptualized as comprising four dimensions (Bass, 1985): idealized influence (i.e., engaging in charismatic role modeling that earns the admiration of followers; articulating high expectations about the group's mission and

goals), inspirational motivation (i.e., providing a vision and meaning to followers; demonstrating optimism and confidence that goals can be achieved), intellectual stimulation (i.e., encouraging followers to challenge existing approaches and assumptions; reframing problems to find new solutions), and individual consideration (i.e., considering follower's individual needs, strengths, and aspirations; developing their capabilities). As noted earlier, there is considerable evidence for the effectiveness of transformational leaders. The direct and indirect impact of transformational leadership on individual performance has often been studied. Yet scholars have failed to fully explore the degree to which employee motivation is impacted (Caillier, 2014). Study by Wei-Chi Tsaia, Hsien-Wen Chenb and Jen-Wei Chengch, 2009 shows transformational leadership can partially influence task performance and help coworker behavior through employee positive temper. Findings help illustrate the role of employee positive temper on transformational leadership. Also a result of this study transformational leadership is an important antecedent of their employee's positive temper. Transformational leaders are ostensibly able to affect the performance of individuals with high mission valence more because such leaders establish clear and challenging mission-related goals, which thus motivate individuals who believe strongly in the mission to perform better (Bass & Riggio, 2006). This finding is consistent with the goal setting theory (Locke & Latham, 2002). It also lends support to those who have emphasized the importance of an agency's mission or purpose in motivating employees (Barnard, 1938; Clark & Wilson, 1961; Goodsell, 2012; Rainey & Steinbauer, 1999).

From the study by Barling et al. (1996) it could be inferred that dimensions of transformational leadership viz., inspirational motivation and intellectual stimulation focus on setting goals and are likely to motivate employees with high mission valence. Further implication is that, by enhancing the transforming qualities of supervisors, such

transformational programs are likely to increase the performance evaluation of individuals who value organization's mission. Therefore, the benefits of these leadership programs are likely to accrue to performance Barling et al. (1996).

Hypothesis 1: Transformational leadership has a significant influence on employee motivation.

Hypothesis 2: Gender moderates leadership and employee motivation relationship.

III. Methodology

In order to examine the relationships between transformational leadership and employee motivation among logistics and supply chain employees, a convenience sample of supervisors and workers were selected from Pune and Mumbai. A total of 120 questionnaires were sent and 72 respondents returned questionnaires.

Theoretical Model

The relation between leadership factors and motivation is presented in **figure 1**.

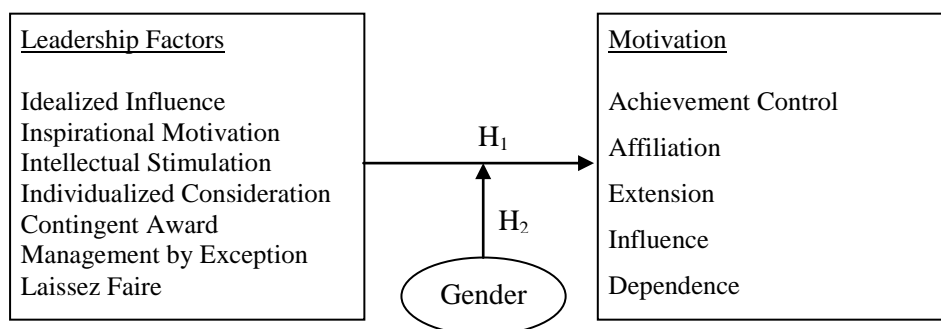


Figure 1: Theoretical Model

IV. Measurement of Variables

The survey instrument consisted of three sections: general demographic information, leadership and employee motivation.

A. General Demographic Information

The survey included six questions covering demographics. Personal information was requested regarding gender, age, marital status, education, income and length of employment.

The above table shows that 64 respondents were male whereas 8 were females. Out of 72 respondents, 40 were married whereas 32 were single.

Table 1: Descriptive Statistics (Employee Motivation)

	N	Minimum	Maximum	Mean	Std. Deviation
Achievement_motive	72	1.75	2.75	2.1667	0.31399
Control	72	2.00	2.50	2.1667	0.20556
Affiliation	72	2.25	3.25	2.5833	0.33567
Extension	72	1.500	3.000	2.16667	0.427900
Influence	72	2.50	4.00	3.0556	0.55383
Dependence	72	1.00	2.25	1.7778	0.36472

Purpose of the study was also to understand most important motive. Thus, ranking by mean scores show that most important motives are Influence (M=3.05) and Affiliation (M=2.58).

Table 2: Descriptive Statistics (Leadership Style)

	N	Minimum	Maximum	Mean	Std. Deviation
Idealized Influence	72	2.7	3.7	3.733	0.3165
Inspirational Motivation	72	2.7	3.7	2.926	0.3459
Intellectual Stimulation	72	2.3	4.0	2.963	0.4863

Individualized Consideration	72	3.0	4.0	3.121	0.4187
Contingent Award	72	2.0	3.3	2.852	0.4507
Management by Exception	72	2.3	4.0	3.185	0.4776
Laissez Faire	72	1.3	3.3	2.556	0.7251

Above table shows that for a given category of employees the most important leadership factor impacting them are idealized influence ($M = 3.73$) followed by individualized consideration ($M = 3.12$) based on ranking by means.

Table 3: Correlations between Transformational Leadership and Motivation

Leadership		Leadership	Motivation
	Pearson Correlation	1	0.440**
	Sig. (2-tailed)		0.000
Motivation	N	72	72
	Pearson Correlation	0.440**	1
	Sig. (2-tailed)	0.000	
	N	72	72

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows that positive correlation exist between transformational leadership and employee motivation as ($p = 0.000$).

Table 4: Intercorrelation Matrix

		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Management by Exception	Motivation
Idealized Influence	Pearson Correlation	1	0.114	0.407(**)	.661(**)	0.497(**)	0.381(**)
	Sig. (2-tailed)		0.339	0.000	0.000	0.000	0.001
	N	72	72	72	72	72	72
Inspirational Motivation	Pearson Correlation	0.114	1	0.653(**)	0.259(*)	0.690(**)	0.455(**)

	Sig. (2-tailed)	0.339		0.000	0.028	0.000	0.000
	N	72	72	72	72	72	72
Intellectual Stimulation	Pearson Correlation	0.407(**)	0.653(**)	1	0.430(**)	0.946(**)	0.441(**)
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	72	72	72	72	72	72
Individualized Consideration	Pearson Correlation	0.661(**)	0.259(*)	0.430(**)	1	0.313(**)	0.504(**)
	Sig. (2-tailed)	0.000	0.028	0.000		0.007	0.000
	N	72	72	72	72	72	72
Management by Exception	Pearson Correlation	0.497(**)	0.690(**)	0.946(**)	0.313(**)	1	0.449(**)
	Sig. (2-tailed)	0.000	0.000	0.000	0.007		0.000
	N	72	72	72	72	72	72
Motivation	Pearson Correlation	0.381(**)	0.455(**)	0.441(**)	0.504(**)	0.449(**)	1
	Sig. (2-tailed)	0.001	0.000	0.000	0.000	0.000	
	N	72	72	72	72	72	72

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Above reported table indicates the result of correlation among the dependent and independent variables. It is observed that there is a positive and significant correlation between idealized influence attributed and employee motivation because $r = 0.381$ and $p < 0.01$, inspirational motivation and employee motivation because $r = 0.455$ and $p < 0.01$, intellectual stimulation and employee motivation because $r = 0.441$ and $p < 0.01$, individualized consideration and employee motivation because $r = 0.504$ and $p < 0.01$ and management by exception and employee motivation because $r = 0.449$ and $p < 0.01$.

Table 5 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	0.440 (a)	0.194	0.182	0.24961
2	0.842 (b)	0.709	0.691	0.15332

a Predictors: (Constant), Motivation

b Predictors: (Constant), Motivation, Gender, Age, Marital Status

Above table shows R square is 19.4% for Model 1 and 70.9 for Model 2, where demographic variables moderate leadership and employee motivation relationship.

Table 6: ANOVA(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.049	1	1.049	16.832	0.000(a)
	Residual	4.361	70	.062		
	Total	5.410	71			
2	Regression	3.424	2	1.712	59.487	0.000(b)
	Residual	1.986	69	.029		
	Total	5.410	71			

a Predictors: (Constant), Motivation

b Predictors: (Constant), Motivation, Gender

c Dependent Variable: Leadership

Above table shows fitness model as model 1 which has $p < 0.01$ and ($F = 16.83$) and model 2 is also significant with $p < 0.001$ and ($F = 59.487$)

Table 7: Coefficients (a)

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	4.831	0.442		10.927	0.000
	Motivation	0.780	0.190	0.440	4.103	0.000
2	(Constant)	4.275	0.307		13.940	0.000
	Motivation	0.818	0.129	0.461	6.322	0.000
	Gender	0.578	0.064	0.663	9.085	0.000

a Dependent Variable: Leadership

Above table presents the result of multiple regression analyses conducted to examine the relationship of transformational leadership factors and employee motivation. Table indicates fitness of the model 1 where ($p < 0.01$) and beta value is 0.780. Model 2 indicates leadership definitely impacts and enhances employee motivation but gender moderates the relationship as ($p < 0.01$ and beta value is 0.578).

V. Conclusion

As the study shows that transformational leadership dimensions have positive significant correlation with employee motivation. Transformational leadership is surrounded by idealized influence, intellectual stimulation, and inspirational motivation (Trottier, Van Wart, & Wang 2008). It an important learning and observation for the organizations to groom future leaders of their organizations to develop individual consideration for their employees and also to assign task that enhance intellectual stimulation. Study supports the findings by Bass, 1985 which state that transformational leadership enables leader to explain the meaning of challenges to the followers, that is, work one has to face and also motivate them. Also the studies by (Kane & Tremble, 2000; Lowe et al., 1996) show that there is positive relationship of transformational leadership and other dependent variable like satisfaction, commitment, motivation and performance of the employees (e.g. Kane & Tremble, 2000; Lowe et al., 1996). Study shows that gender moderates the relationship; hence this could also be a good dimension along which future studies could be based.

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