

**A STUDY ON THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEES MOTIVATION  
IN DIMAPUR BANKING SECTOR: AN EMPLOYEE PERSPECTIVE**

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**Abstract**

Employee motivation is a decisive factor to achieving company objectives. In this position, manager-employee interaction is very vital for achieving staff motivation through the use of successful leadership styles. Managers differ in terms of their ideals, attitudes, and behaviors, as well as how they manage their subordinates. The value and influence of transactional, transformational, and democratic leadership styles on employee motivation in the banking sector are investigated in this study. An empirical investigation of a sample of 100 employees from five different commercial banks revealed that all three leadership styles have a significant beneficial impact on employee motivation. The ramifications and practice recommendations are discussed.

**Keywords:** Leadership . Leadership Styles . Transformational leadership . Transactional leadership . Democratic leadership . Employee motivation

**Introduction**

Motivated employees are more likely to work hard and produce quality results. Employee motivation is crucial for attracting, retaining, and enhancing a company's total productivity. A motivated workforce has several advantages, including reduced absenteeism, employee retention, and low staff turnover, improved management-worker relations, increased worker performance, greater quality, and improved customer service.

One of the most important roles of a manager is to inspire employees to achieve their best work. Employee motivation is undeniably important; those that are enthusiastic about their professions are more engaged, which leads to increased productivity. Even short-term outcomes are rare for a boss who tries to force people to "work harder." However, a leader who can motivate his people will see his business objectives met, demonstrating that there is a direct link between leadership and motivation.

The manager's leadership styles have a significant impact on staff motivation. As a result, it's critical to understand which leadership style has the greatest impact on the motivation of Dimapur's private bank employees. Transformational, transactional, and democratic leadership styles are well-known. This study aims to determine which of these three leadership styles is more widely used in the Dimapur district, as well as what effect these leadership styles have on employee motivation.

**Statement of the Problem**

The biggest challenge for banking sector is to retain a motivated employee in this cut throat competition. To keep the employees motivated the leader (managers) behavior plays a very crucial role. So the problem with the leaders is – which leadership styles to be followed , so that they can build better relationship with the employees. On this there are lots of studies are done in different part of the world. But there is no such studies on Dimapur banking sector. In Dimapur banks the employees are from multicultural so it is not that easy for managers (leaders) to decide which leadership model will be better . So this study will help the leaders to understand which leadership styles mostly prefer by the banking sector employees in this region.

**Objectives of the study**

The importance of leadership styles for employee motivation and engagement cannot be overstated. Banking workers encounter everyday obstacles as a result of their intimate contact with consumers as well as their internal activities and responsibilities. The goal of this research is to find the most effective leadership styles for employees in the banking industry. The study's primary goal is to: The purpose of this study is to see if there is a link between leadership styles and employee motivation.

The study's research topic is: Do different leadership styles affect employee motivation? These are some of the sub-questions:

1. How does transformational leadership affect employee motivation?
2. What effect does democratic leadership have on employee motivation?
3. What effect does transactional leadership have on employee motivation?

## **Review of Literature**

### *Leadership*

Mullins (2004) defines a leader as someone who delegated or influenced others to behave in order to achieve specific goals. Leadership is a social influence process in which a leader seeks subordinates' voluntary engagement in order to achieve organisational goals (Barchiesi, 2007). According to (Naile, et al., 2014), the variance in attempts to come up with a complete definition of the term demonstrates the complexity of the idea of leadership. It is defined by (Achua et al, 2013) as the process of communicating ideas, accepting institutional visions, and encouraging followers to support and apply ideas through delegation. Naile et al. (2014), "I contend that a leader is someone who is born with the ability to influence others or someone who is a manager.. He also adds a note that it is possible for one person to possess both leadership and management qualities, effectively highlighting an unmistakable link between the two. According to the literature, leadership is a social action that affects employees' voluntary engagement in achieving organisational objectives. A leader can be characterised as a public figure, a spokesman, or an influencer who wields power and directs people to achieve the organization's goals (Nanjundeswaraswamy et al, 2014).

### *Leadership Styles*

Employee behavior, motivation, and attitude are all influenced by the leadership style, which has an impact on organizational performance (Puni et al., 2014). Leadership style is defined as a set of features, traits, and behaviours that leaders employ when dealing with their subordinates (Mitonga et al, 2012). According to Harris et al. (2007), leadership style can be defined as the type of interaction that an individual uses to persuade people to work together toward a common purpose or target. Furthermore, leadership style at work can have a favourable or bad impact on an employee's self-image, particularly their health (Kahn & Katz, 1952).

### *Employees Motivation*

Employee motivation is the amount of passion, energy, devotion, and innovation that an employee gives to the workplace on a regular basis. Employee motivation is an internal urge to put up the necessary effort and activity in work-related activities. "Psychological forces that affect the direction of a person's conduct in an organisation, as well as a person's amount of effort and perseverance," as define by (Jones at al, 2008). Also, "Motivation can be defined as the willingness to exert effort in order to attain a goal or receive a reward. The sum of the processes that determine the arousal, direction, and maintenance of behaviours related to work situations has been characterised as motivation at work (Moran et al, 2013)."

### *Relationship between Transactional Leadership style & Employees Motivation*

Transactional leadership (Hsu, Bell, & Cheng, 2002) is built on an exchange of bargains between followers and their leaders and follows the conventional pattern of leader-follower relationships. Bonuses, merits, and acknowledgment are given to followers. It is assumed that contingent reward leadership will result in followers only achieving the agreed-upon level of performance (Kraaft, Engelbrecht, & Theron, 2003). The award is contingent on the assignment being completed satisfactorily (Howell & Avolio, 1993).The connection will continue as long as both the leader and the follower are satisfied with the arrangement. Performance will satisfy, and rewards will be consistent.

A study was conducted by (Memoona Zareen et al, 2014) to find the Impact of Transactional, Transformational and Laissez-Faire Leadership Styles on Motivation and distributed 100 questionnaire to the bank employees. They found that Transactional leadership style has the strongest impact on employee motivation.

This current study proposes the following relationship with employees in Dimapur.

H<sub>1</sub>: Employee motivation and transactional leadership have a relationship.

H<sub>0</sub>: Employee motivation and transactional leadership have no relationship.

*Relationship between Transformational Leadership style & Employees Motivation*

Transformational leadership focuses on both the growth and the needs of followers. With the preamble of their talents, managers with transformational leadership styles focus on the growth and development of their employees' value systems, inspirational levels, and moralities (Ismail et al, 2009). The goal of transformational leadership, according to (Bass 1997), is to "transform" people and organisations in the literal sense - to change them in the mind and heart, enlarge vision, insight, and understanding, clarify reasons, align behaviour with values, concepts, and bring about changes that are permanent, self-perpetuating, and momentum building. This indicates that as a transformational leadership style improves, employee motivation and work environment improve, and employee performance improves as a result. The ability of the leader to drive the follower to accomplish more than what the follower planned to accomplish is the basic cornerstone of transformational leadership (Krishnan 2005). A study was conducted by (Memoona Zareen et al, 2014) to find the Impact of Transactional, Transformational and Laissez-Faire Leadership Styles on Motivation and distributed 100 questionnaire to the bank employees. They found that Transformational Leadership style have a positive impact on the employees motivation.

Based on these theories and literature, the investigation came up with the following hypothesis:

H<sub>1</sub>: Employee motivation and transformational leadership have a relationship.

H<sub>0</sub>: Employee motivation and transformational leadership have nothing to do with each other.

*Relationship between Democratic Leadership style & Employees Motivation*

According to Anderson (1959), a democratic leader is one who fosters participation in decision-making and, in most leadership settings, democratic leadership is associated with improved morale. Democratic leaders provide direction to group members, participate in the group, and allow subordinates to contribute. Under democratic leadership, member satisfaction is higher (Bass, 1990; Stogdill, 1974). They have faith and confidence in their team. When problems develop and decisions must be made, relevant and diverse parties are brought in to discuss the matter, and the majority opinion is used to make the final decision (Kumar, L. J., & Keshorjit, S. S.) (2013). However, democratic leadership is hampered by the time-consuming process of making decisions, even while involvement in the process increases productivity (Denhardt & Denhardt, 2003; Hackman & Johnson, 1996). The basic philosophical assumption of democratic leadership is that all individuals are naturally trustworthy, self-motivated, enjoy responsibility and demanding work, and are encouraged by organisational conditions to develop teamwork, good performance, and satisfaction (Jones et al., 2016). Fiaz et al, 2017 conducted a study on leadership styles and employees motivation and distributed questionnaire to 110 senior level and middle level managers working at WAPDA, Pakistan . They found that democratic leadership styles are shown to positively predict motivation of employees.

Based on these theories and literature, the investigation came up with the following hypothesis:

H<sub>1</sub>: The Democratic leadership and employee motivation has strong relationship

H<sub>0</sub>: Democratic leadership and employee motivation have no relationship.

### **Theoretical Foundation**

Rivai (2004) defines motivation as a set of attitudes and values that influence an individual's ability to attain specified goals in line with their personal objectives. Motivation is the force that drives someone to desire to act, perform, or do something without being forced or manipulated (Smith et al., 2015). Motivation is an amorphous concept that refers to what energises, directs, and sustains behaviour. It also explains how much and what kind of effort a person puts forth in a behavioural situation.

Leadership styles followed by a leader also plays a very important role in motivating the employees. There are so many styles but in this studies Transformational, Transactional and Democratic styles are studied. Transformational leadership (TR) is a style of leadership in which the leader encourages followers to go above and beyond their initial performance expectations by encouraging them to change their values, norms, and personal interests (e.g., from simply pursuing stable employment or job promotions, to going further by sharing their expertise and knowledge on a voluntary basis to improve organisational effectiveness; Aryee et al., 2012). Transactional leadership may be defined as "keeping the ship afloat." Transactional leadership is more focused

with following a set of procedures for operations or functions. Transaction Leaders are effective at what they do, and this attribute frequently inspires employees and subordinates by rewarding them for their efforts. According to Bhatti et al. (2012), democratic leadership places a larger emphasis on people and encourages group interaction. Members of the group share leadership responsibilities, and the leader is more of a team player.

### **Research Methodology**

The purpose of this study was to determine the impact of leadership styles on employee motivation. The banking industry of Dimapur (Nagaland) was chosen for sampling. This highlights the impact of leadership styles on followers. Full-time banking personnel in non-managerial jobs were the target population. Primary data was collected using questionnaires with accessible random sampling. From Dimapur, five distinct commercial banks were picked, each with 20 staff. The empirical analysis was split into two components. In the first phase, descriptive statistics such as measures of central tendency and dispersion were employed to characterise and summarise the data. Pearson's correlation test was used to determine the type of the link, its significance level, and the strength of the relationship between leadership styles and employee motivation. Using the regression equation for analysis, regression analysis was used to determine the cumulative effect size of independent factors on the dependent variable. The f-test value was used to determine the model's goodness of fit. The significance level of relationship for the acceptance or rejection of alternative hypotheses has been checked using the t-test value. The R square value is used to determine the contribution level of variables. The OLS method of multiple regressions was utilised to find an equation that could be used to determine the impact of leadership styles on employee motivation, and the stated regression equation looked like this:

$$EM = C + B1 (Tri) + B2 (Tli) + B3 (Dli) + Ei... \quad (1)$$

In Eq.1, Employee Motivation (Emi) is the dependent variable, C is the constant, B1, B2 & B3 are the coefficients of Transformational (Tri), Transactional (Tli), and Democratic (Dli) leadership styles, respectively, which were independent variables showing partial regression coefficients representing the change in the dependent variable due to one unit change in the independent variable, and 'Ei' is the error term.

#### **Instrument**

The questionnaire applied in this study included two parts: one contained demographic factors such as age, gender, education, and job experience in the banking industry, and the second contained eight questions to Transformational Leadership Style, ten questions about Transactional & Democratic leadership styles and eight questions to their motivation. From strongly disagree to strongly agree, a five-point Likert scale was utilised (strongly disagree = 1 and strongly agree = 5). A total of 100 questionnaires were circulated, and 100 responses were obtained.

#### **Demographic Variables**

This study took into account age, gender, education, and job experience. Table 1 demonstrates that a high percentage of responders are between the ages of 20 and 30. Non-managerial individuals with less than ten years of experience were targeted (51%), but there was a good share of employees with more than ten years of experience (12 percent ). Employees who have earned a Master's degree include (11 percent ).

### **Results and Discussion**

The software SPSS 17.0 was used to conduct the empirical analysis for this investigation. A reliability study, as indicated in Table 2, was carried out to ensure that the data was reliable. The results revealed that the Transformational Leadership Scale with eight items ( $\alpha = .705$ ) and the Transactional Leadership Scale with ten items ( $\alpha = .711$ ) were found reliable. Similarly, Democratic Leadership Scale with ten items ( $\alpha = .706$ ) and Employees Motivation with ten items ( $\alpha = .712$ ).

Table 3 represents the statistics of Pearson's correlation. Pearson product correlation of Transformational Leadership (TR) and Employees Motivation (EM) was found to be positive and statistically significant ( $r = .482, p < .001$ ). Hence, H1 was supported . This shows that an increase in Transformational Leadership behaviour would lead to a higher motivation in the employees.

Transactional Leadership (TL) and Employees Motivation (EM) was found to be positive and statistically significant ( $r = .378, p < .001$ ). Hence, H2 was supported. This shows that an increase in Transactional Leadership behaviour would lead to a motivation in the employees. Democratic Leadership (DL) and Employees Motivation (EM) was found to be positive and statistically significant ( $r = .226, p > .001$ ). Hence, H3 was supported. This shows that an increase in Democratic Leadership behavior would lead to a motivation in the employees.

In this investigation, regression was used to determine the extent of the effect of independent variables on the dependent variable. Tables 4 and 5 exhibit the regression analysis results. The corrected R2 value of the coefficient of determination is.258. According to the data, there is a 25% connection between observed values of leadership styles and employee motivation, implying that

**Table 1: Demographic Variables**

| <i>Demographic Variable</i> |               | <i>No. of respondents Frequency (f)</i> | <i>Percentage (%)</i> |
|-----------------------------|---------------|---|-----------------------|
| Gender                      | Male          | 59                                      | 59 %                  |
|                             | Female        | 41                                      | 41 %                  |
|                             | Total         | 100                                     | 100 %                 |
| Age                         | 20 -30        | 43                                      | 43 %                  |
|                             | 31 – 40       | 29                                      | 29 %                  |
|                             | 41 – 50       | 19                                      | 19 %                  |
|                             | Above 50      | 9                                       | 9 %                   |
|                             | Total         | 100                                     | 100 %                 |
| Qualification               | Below 12      | 24                                      | 24 %                  |
|                             | Undergraduate | 27                                      | 27 %                  |
|                             | Graduation    | 38                                      | 38 %                  |
|                             | Masters       | 11                                      | 11 %                  |
|                             | Total         | 100                                     | 100 %                 |
| Experience                  | 1 – 5         | 45                                      | 45 %                  |
|                             | 6 – 10        | 13                                      | 13 %                  |
|                             | Above 10      | 12                                      | 12 %                  |
|                             | Total         | 100                                     | 100 %                 |

25% of changes in employee motivation are due to these leadership styles and the rest is due to other variables. The F-statistic value is 0.00, which is statistically significant because it is less than 0.05.

The coefficient Table 5 presents the results of the regression analysis. The objective of the regression in this study was to find the equation that could be used to find the impact of leadership styles on employee motivation. Equation takes the following form!

$$EM_i = C + B_1 (Tri) + B_2 (Tli) + B_3 (Dli) + E_i$$

$$EM_i = 0.010 + 0.385 (Tri) + 0.224 (Tli) + 0.216 (Dli) + E_i \dots \quad (2)$$

The results reveal that the independent variables have a significant impact on employee motivation, as evidenced by the t-statistic and p-values. The significance of the individual partial regression coefficients was tested using the T-test. In this test, the null hypothesis is that the partial regression coefficient is zero. This test revealed that the predictor's coefficients are statistically significant at less than 5% level of significance, indicating that the model is well-fit.

**Table 2. Reliability Statistics**

| Constructs | No. of Items | Alpha |
|------------|--------------|-------|
| TR         | 08           | .705  |

|    |    |      |
|----|----|------|
| TL | 10 | .711 |
| DL | 10 | .706 |
| EM | 10 | .712 |

**Table 3 Pearson's Correlation**

|    |                     | TR    | TL     | DL     | EM  |
|----|---------------------|-------|--------|--------|-----|
| TR | Pearson Correlation | 1     |        |        |     |
|    | Sig. (2-tailed)     |       |        |        |     |
|    | N                   | 100   |        |        |     |
| TL | Pearson Correlation | .331  | 1      |        |     |
|    | Sig. (2-tailed)     | .001  |        |        |     |
|    | N                   | 100   | 100    |        |     |
| DL | Pearson Correlation | -.197 | .212*  | 1      |     |
|    | Sig. (2-tailed)     | .040  | .033   |        |     |
|    | N                   | 100   | 100    | 100    |     |
| EM | Pearson Correlation | .482* | .378** | .226** | 1   |
|    | Sig. (2-tailed)     | .000  | .000   | .024   |     |
|    | N                   | 100   | 100    | 100    | 100 |

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

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

**Table 4 : Necessary Statistics**

| R2   | Adjusted R2 | F.. statistics | Significance of F statistics |
|------|-------------|----------------|------------------------------|
| .281 | .258        | 12.486         | .000                         |

**Table 5: Regression Analysis**

Coefficients<sup>a</sup>

| Model      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|------------|-----------------------------|------------|---------------------------|-------|------|
|            | B                           | Std. Error | Beta                      |       |      |
| (Constant) | .011                        | .094       |                           | .104  | .915 |
| TR         | .385                        | .091       | .378                      | 2.376 | .000 |
| TL         | .224                        | .096       | .224                      | 2.315 | .022 |
| DL         | .216                        | .093       | .227                      | 4.091 | .020 |

a. Dependent Variable: EM

### Conclusion

The impact of three leadership styles (transformational, transformational, and Democratic) on employee motivation in the banking sector was investigated in this study. Employee motivation is positively impacted by all three leadership styles, according to the findings. Employee motivation is most strongly influenced by transactional leadership style, whereas democratic and transformational leadership styles have the opposite effect. By focusing on manager-employee connections and interactions in the banking sector, the study expands our understanding of employee motivation to help workers become more committed to their jobs, activities, and assignments. In the banking sector of emerging economies, particularly in Dimapur, little research has been done on employee motivation in relation to leadership styles. As a result, it is hoped that the current study would make a substantial contribution in this field, based on the idea that employee motivation and development of banking personnel is becoming increasingly important for banks in Dimapur. The goal of this study was to give bank managers advice for developing policies that would allow them to attract and retain top-level staff at their respective institutions. Identifying leadership styles that tend to improve staff engagement and motivation in a timely manner would be a huge benefit to bank executives. The findings of this study can help policymakers establish a more holistic perspective of leadership styles

and employee motivation, and make required administrative adjustments as a result. Future academics might examine the influence of particular leadership development programmes to determine whether leadership styles are more easily adopted in developing and emerging economies.

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