The Impact of Leadership Styles on Employee Motivation and Performance in the Public Sector

A graduate project submitted in partial fulfillment of the requirements
For the degree of Master of Public Administration in Public Sector Management and Leadership

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Abstract

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In the past decades, improving employee performance has become an important issue and a main concern within public sector organizations. The type of leadership style employed by a leader can affect the motivation and performance of an employee in an organization. The aim of this research is to investigate the impact of transformational, transactional, and laissez-faire leadership on employee motivation and performance within the Department of Motor Vehicles (DMV) in Los Angeles (LA) County. From the evidence obtained by the literature review, a quantitative correlation research will best fit to show the relationship between leadership and motivation and performance. The sample of this study was selected through a non-probability convenience sampling. Data will be collected from 1,538 employees working at 15 DMV locations in the LA County. Results from this study will provide leaders an understanding and help develop a plan on the leadership styles that is best suited to increase employee motivation and performance.
Introduction

The topic on the relationship between leadership, employee motivation and performance in the public sector is neither new nor it is unique. However, there have been very little public management research on leadership theories in the public sector (Tummers & Knies, 2013). Leaders encounter difficulties in every era, but today’s leaders encounter more challenges (Wart, 2003). In the last few decades, improving employee performance has become an important subject and a main concern within public sector organizations (Asencio, 2016). Leadership styles have a powerful effect on their employee’s attitude towards their job outcomes (Saleem, 2015). Employees working with individuals who receive public services are usually the face of the organization. With that, the performance of these employees are extremely important as their behavior embodies the organization as a whole. One of many responsibilities of an organization is to motivate its employees to achieve organizational goals and objectives. The motivation level of an employee is what leaders use to influence the performance of employees and the organization (Mavhungu & Bussin, 2017). However, some organizational leaders do not realize the impact their leadership behavior has on the motivation and performance of their employees (Sougui, Bon, Mahamat, and Hassan, 2016).

In prior research, leadership has been shown to play a crucial role in the growth and performance of an organization (Zareen, Razzaq, and Mujtaba, 2015). Effective leadership increases individual and organizational productivity, employee motivation, job satisfaction, and behavior. Leaders have the power to influence employees into achieving organizational goals (Rathnaraj & Vimala, 2018). Although, there is no “one” leadership style that would fix all leadership issues considering the fact that it is based on a leader’s characteristic, employee’s capabilities and the various complex situations and organizational issues (Zareen, Razzaq, and
Mujtaba, 2015). This research is aimed to explain which leadership style is best used to increase employee motivation and performance specifically in the public sector.
Literature Review

Transformational Leadership

Transformational leadership was introduced by James MacGregor Burns in 1978 (Odumeru & Ifeanyi, 2013). Northhouse describes this leadership theory as a process that inspires its followers to create a positive environment within the organization by supporting one another and working towards the same goal as a team (Northhouse, 2018). A transformational leader is someone who is proactive and is passionate to change the organization’s culture by implementing fresh ideas. They motivate their employees by encouraging them to put their group’s interest first. He or she uses individualized consideration where every person’s needs are met either through consideration or support. Also, they exercise intellectual stimulation by encouraging employees to come up with creative and innovative ideas (Odumeru & Ifeanyi, 2013).

In a research conducted by Saleen (2015), results show that transformational leadership has a positive association with job satisfaction. A total of 217 teachers in public sector universities of Lahore in Pakistan responded to a 10 question survey using the Multi-factor Leadership Questionnaire (MLQ) as a research tool, testing out the impact of transformational leadership on job satisfaction. This outcome demonstrated that an employee’s psychological state is influenced by a leader’s motivational and inspirational behavior (Saleem, 2015). Similar to the previous research, Samantha and Lamprakis (2018) conducted a study using the MLQ to highlight characteristics of modern leadership types and outcomes on the public organization of Greek Public Procurement. The researchers interpreted modern leadership types or Multifactor Leadership Theory as transformational, transactional, and laissez-faire. A total of 139 survey data was collected to test the hypothesis; transformational leadership is positively correlated with
followers’ perceived leadership effectiveness and followers’ job satisfaction. Followers’ perceived leadership effectiveness represents a task or a job and followers’ job satisfaction represents people or relations. The hypothesis was fully verified, transformational leadership positively determine both followers’ perceived leadership effectiveness and followers’ job satisfaction (Samanta & Lamprakis, 2018). Asencio (2016a) surveyed 263,475 employees from the United States (U.S.) federal employees to test the following hypothesis; employee perceptions of transformational leadership behaviors are positively related to employee perceptions of employee job satisfaction. In the large-scale empirical study, results concluded that transformational leadership behaviors build greater job satisfaction. Leaders should pay more attention on developing their individual leadership competencies in order to assemble a more motivated and productive team. The literature confirmed that transformational leaders are generally more effective leaders and are people who produce a greater job satisfaction amongst their employees (Asencio, 2016a).

Asencio (2016b) conducted another research study to test whether transformational leadership is positively related to employee organizational performance. Utilizing survey data from the U.S. Office of Personnel Management’s (OPM) 2010 FedView, previously known as Federal Human Capital Survey (FHCS), 263,475 US federal employees that included managers and executives, supervisors and non-supervisors, and team leaders were surveyed. Asencio (2016b) concluded that transformational leadership is positively related to employee organizational performance (Asencio, 2016b). Mavhungu and Bussin (2017) did a random sampling study on 65 employees from one of the five Limpopo province departments. Employees who identify “dominantly transformational” as their supervisor’s leadership style shows a higher individual job performance rating as compared to employees who did not
Organizational performance plays a large part in the public sector. Leaders leading public entities need to continuously develop their leadership skills that would exhibit a behavior that is consistent to the organization’s values and goals, encourage employees to bring in new perspectives, stimulate creativity, and display concern towards their employee’s needs and welfare (Asencio, 2016b).

Caillier (2014) argued that Public Service Motivation (PSM) and mission valence moderate the relationship between transformational leadership and performance. The concept of mission valence was developed by Rainey and Steinbauer (1999), which defines how important an organizational mission is to an employee. A nationwide survey was conducted within U.S. federal, state, and local government employees. Based on the results collected from 778 employees, mission valence moderates and strengthens the relationship between transformational leadership and employee evaluations. However, PSM did not moderate the relationship between transformational leadership and performance. In short, the performance of individuals with low PSM increase but individuals with high PSM did not. According to several transformational leadership theories, transformational leaders are known to establish challenging goals by providing their employees with intellectual stimulation and inspirational motivation. Individuals with PSM have a passion to serve society, when the task or goal is not aligned with their passion, their individual performance reduces (Caillier, 2014). In a cross-sectional research study of Vandenabeele (2014), 3,506 state civil servants in Belgium were assessed to examine if the promotion of institutional public service values (transformational leadership) by supervisors will positively influence the individual level of PSM. It was found that institutional values of a public organization increases employee PSM. Institutional values of an organization and transparency
in the behavior of leaders have a socially positive effect on employees and therefore produce a higher PSM (Vandenabeele, 2014).

The research study conducted by Ahmad and Gelaidan (2011) tested the relationship between transformational leadership and employee’s affective commitment to change. Change happens continuously in most organizations, however, many approaches to change have failed and cost the organization’s time, money, and resources. These failed attempts to change rooted from the lack of commitment in people. Plus, the commitment to change starts from people within the organization. Ahmad and Gelaidan (2011) surveyed and interviewed 371 employees and managers from public organizations in Yemen. Results showed that transformational leadership was positively related to employee’s affective commitment to change. A leader’s leadership style is extremely important in regards to change because these leadership skills are used to guide and motivate employees. Although organizational culture was not a main focus of the study, Ahmad and Gelaidan (2011) concluded that organizational culture mediates the relationship between transformational leadership and employee affective commitment to change. Employees will take the initiative to change when a leader is clear on what is expected of them as well as a clear given goal and task (Ahmad & Gelaidan, 2011).

**Transactional Leadership**

What defines transactional leadership also known as managerial leadership, is its leaders focuses on supervision, organization, and group performance. These leaders motivate their employees by appealing to their own self-interest and through rewards and punishment. Additionally, they focus on setting short-term goals, emphasize on following the rules, policies, and procedures, sticking to a structured routine, and are certainly not looking to make any major changes within in the organization. The benefit of this leadership style is that it uses rewards to
motivate employees which will then lead to an increase in productivity. In the short term, money and incentives are considered to be great motivators for employees as this will improve their work efficiency (Odumeru & Ifeanyi, 2013).

Rathnaraj and Vimala (2018) conducted a research study to find the relationship between transactional leadership and job satisfaction. An increase in job satisfaction will motivate employees psychologically and improve their physical well-being and in turn, affect job performance in a positive manner. Leaders of the organization have the power to guide, lead, and influence their employees into understanding the mission and goal of the company. Using a random sampling method, Rathnaraj and Vimala (2018) selected 250 questionnaires to analyze from employees working at Civil Supplies Corporation of Government of Tamil Nadu. Results indicated that there was a positive and significant yet moderate relationship between transactional leadership and job satisfaction. Although the research study of Rathnaraj and Vimala (2018) concluded that there is a positive relationship between transactional leadership and job satisfaction, transformational leadership was more suited for the employees of Civil Supplies Corporation of Government of Tamil Nadu owing to the fact that trust between an employee and leader plays a big role (Rathnaraj & Vimala, 2018).

Zareen, Razzaq, and Mujtaba (2015), surveyed the impact of transactional leadership style on motivation amongst employees from the banking sector in Pakistan. Employees who are motivated are more inclined to be involved and committed to their assigned task and are more focused on achieving organizational goals. Moreover, effective leaders develops engaged and involved employee who are happier and less stressed while performing their daily task. A total of 109 surveyed was used to conduct the research and results indicated that transactional leadership had the biggest impact on employee motivation as compared to transformational and laissez-faire
leadership. In the banking sector, leaders tend to exercise transactional leadership in a sense that, they partake in an exchange relationship between their employees. They are accustomed to using rewards to positively influence the employees by giving praises or recognition when they complete a task or reach a goal, and punishment as a negative reward like forms of criticism, correction, coercion when employees do not perform what is expected of their job (Zareen, Razzaq, and Mujtaba, 2015).

**Laissez-Faire Leadership**

Laissez-faire leadership also known as the “hands off” leadership style is when a leader provides employees minimal or no instructions and offers them complete independence. Employees have the power to set goals, make work decisions, and solve issues without any approval from their managers (Khan, 2015). Laissez-faire leadership is known to be the absent leadership and ineffective style as compared to transformational and transactional leadership. In several research studies, negative effects have been tied to Laissez-faire leadership like organizational outcomes, stress, or demotivation (Yang, 2015). This style of leadership is more suitable for employees who have experience, expertise, and knowledge on the task they are assigned to or are confident about making major decisions on their own. For individuals who are not capable of managing projects on their own, making deadlines or set organizational goals, this leadership style might not produce positive work outcomes (Zareen, Razzaq, and Mujtaba, 2015).

The research conducted by Donkor and Zhou (2020) studied the influence of employee commitment on the relationship between laissez-faire leadership style and employee performance in the Ghana public service organization. Organizational commitment is identified into three types: normative, affective, and continuation. Normative commitment is when an
employee stays with an agency from feeling a sense of guilt, affective commitment relates to when an employee remains with an organization from experiencing a positive work outcome, and continuance commitment is when an employee stays with an organization due to the ramification of leaving. Donkor and Zhou (2020) surveyed 330 Ghanaian public sector employees and concluded that laissez-faire leadership, continuance commitment, and affective commitment have small effects on employee performance; continuance commitment mediates the relationship between laissez-faire leadership and employee performance; affective commitment mediates the relationship between laissez-faire leadership and employee performance; and laissez-faire leadership positively affects employee performance. Results show that employees who are emotionally connected to their leader or superior will likely deliver a positive work performance, even with little supervision or guidance (Donkor & Zhou, 2020).

Faiz, Su, Ikram, and Saqib (2017), tested the hypothesis that laissez-faire leadership has a significant impact on employee’s motivation. Data for the survey was collected from 110 high and middle level managers working at Water and Power Development Authority (WAPDA), an electricity sector in Pakistan. The results concluded that laissez-faire leadership has a significant positive impact on employee’s motivation. The outcome of this study suggest that laissez-faire leadership enhances employee productivity and it provides employees the opportunity to be aware of their potential without any guidance or instruction from their leaders and subsequently increase employee’s motivation (Faiz, Su, Ikram, and Saqib, 2017).

**Public Service Motivation (PSM)**

Public Service Motivation (PSM) has been a common topic of research for public administration and public management considering the relationship it has between several outcomes that are valuable to the public sector organizations (Vandenabeele, 2014). PSM is
defined as an individual’s preference to provide services to people with the intention of helping others and the society. This motivational theory exists in both public and private sector, however, it is more significant in the public sector because public employees have a social-oriented mission that is related to their daily task (Caillier, 2014). Over the last decade, researches conducted on PSM has concluded several positive organizational outcomes like job satisfaction, employee commitment, job performance, and whistle-blowing behavior. Although, Bakker (2015) argued that employee well-being, work environment, organizational behavior are the characteristics influencing PSM and employee performance (Ugaddan & Park, 2017). Despite the fact that there are many studies showing how PSM increased job performance, there is still not enough experimental evidence on the cause and effect of this research (Bellé, 2013).

Belle (2013) surveyed 90 nurses working at a public hospital in Italy on the relationship between PSM and job performance with two conditions which are self-persuasion interventions and exposure to contact with beneficiaries. Self-persuasion interventions refers to when an individual is placed in a position to persuade themselves that as humans they are more inclined to trust themselves than others and beneficiaries signifies supervisors, subordinates, coworkers, communities, clients, customers, and patients. The results of this research study concluded that direct contact with beneficiaries and self-persuasion interventions have a positive effect on employee job performance. Italian nurses from the hospital had an increase in persistence, productivity, attentiveness, and output after making contact and seeing the effect they have made on their beneficiaries (Bellé, 2013). Belle (2013) discussed how public sector leaders should focus on applying more PSM-enhancing interventions and avoid practices that will decrease the PSM of employees.

**Leader-Member Exchange (LMX)**
Leader-member exchange (LMX) theory is referred to the status of a relationship between a leader and a member. This theory is rooted in social exchange theory (Tummers & Knies, 2013), which is a conceptual model that defines workplace behavior (Cropanzano & Mitchell, 2005). Studies on the LMX theory pointed out that organizational leaders develop different relationships with their subordinates. When a high-quality relationship between a leader and a member is reciprocated, both parties develop a sense of trust between each other and in turn, employees feel appreciated by their leaders. Which will result in an effective work relationship between leader and employee. In addition, employees with a high LMX will produce positive job outcomes like an increase in job performance, job satisfaction, and low staff turnover (Tummers & Knies, 2013). An employee with a high LMX relationship with their leaders will experience the privilege to a sufficient amount of resources, emotional support, first picked assignments, and a mutual interaction with their superior as compared to employees who have a low LMX relationship with their leaders. The frequency of communication between a leader and subordinate will determine the type of LMX relationship. Employees who experience these perks produces a high level of motivation and work performance rating (Kacmar, Witt, Zivnuska, and Gully, 2003).

Kacmar, Zivnuska, Witt, and Gully (2003) conducted a study to determine if frequent communication moderates the relationship between LMX and job performance ratings. Two sets of data were collected for this study. The first study collected data from a total of 188 employees working at a distribution service organization and the second collected data from 65 managers in a division of a state government tax collection agency. Both studies had similar conclusions, stating that employees in a high-quality LMX relationship who have frequent communication with their superior will receive a higher job performance rating as compared to employees in a
low-quality LMX relationship but also have frequent communication with their superior. Kacmar, Zivnuska, Witt, and Gully (2003) presented a possible reason for this result indicating that leaders find it difficult to recall every conversation and interaction they have with the numerous employees who are reporting to them on daily (Kacmar, Witt, Zivnuska, and Gully, 2003).

A research study conducted by Yeo, Ananthram, Teo, and Pearson (2013) tested 560 employees working for a public sector organization in Singapore that is experiencing Public Service for the 21st Century (PS21) reform and high staff turnover. The study determined that LMX is positively related to employee organizational citizenship behavior (OCB) and job satisfaction. PS21 is a movement introduced by the Singaporean government to promote high level innovation and positive change in public services (Yeo, Ananthram, Teo, and Pearson, 2013). OCB is defined as a positive or constructive behavior that is executed by an employee that will support a colleague or benefit the organization (Thiagarajan & Durairaj, 2017). Yeo, Ananthram, Teo, and Pearson (2013) concluded that LMX positively contributed to OCB and job satisfaction. Also, employees who have a high-quality relationship with their leaders tend to have a higher job satisfaction. The article mentions that to achieve organizational change, the LMX quality between a leader and employee is extremely important (Yeo, Ananthram, Teo, and Pearson, 2013).
Research Question

1. What is the relationship between transformational leadership and employee motivation?
2. What is the relationship between transformational leadership and employee performance?
3. What is the relationship between transactional leadership and employee motivation?
4. What is the relationship between transactional leadership and employee performance?
5. What is the relationship between laissez-faire leadership and employee motivation?
6. What is the relationship between laissez-faire leadership and employee performance?

Variables

Title: Leadership styles
Type: Nominal

*Categories:* Transformational Leadership, Transactional Leadership, and Laissez-Faire Leadership

*Definition:* The leadership style a leader possesses.

Title: Employee Motivation
Type: Nominal

*Categories:* Motivated or Not Motivated

*Definition:* The motivation level an employee possesses.

Title: Employee Performance
Type: Nominal

*Categories:* High Performance or Low Performance

*Definition:* The performance level an employee possesses.
Methodology

The purpose of this research study is to analyze the relationship between transformational, transactional, and laissez-faire leadership and employee motivation and performance within the Department of Motor Vehicles (DMV) in Los Angeles (LA) County. This study will provide managers from the agency the opportunity to look at areas of leadership that require improvement. Results from this study will assist leaders or human resource (HR) managers in conducting leadership trainings or workshops that will help refine the organization’s leadership styles. These trainings and workshops will help leaders understand what style is most effective in motivating their employees and improving job performance. This research will be testing the following three hypotheses; transformational leadership has a positive relationship between employee motivation and performance, transactional leadership has a positive relationship between employee motivation and performance, and laissez-faire leadership has a negative relationship between employee motivation and performance.

Research Design

The leadership styles that will be used in this study are transformational, transactional, and laissez-faire. This research will be considered a non-experimental research study as there will be no experiments involved. A quantitative correlation research will be used as it shows the relationship between the variables. The quantitative study is a standardized method that allows future research replication in different areas over time with comparable findings. This study will use a quantitative method that consist of primary data collection that include surveys. Survey results will be collected from the questionnaires that will be provided to all DMV employees working at the 15 locations in Los Angeles (LA) County and at all leadership and subordinate
levels. At the end of the research, data will be compared between transformation leadership, transactional leadership, and laissez-faire leadership and employee motivation and performance.

**Selection of Subjects**

DMV is a state-level government agency that administers vehicles related affairs like driver license and identification (DL/ID) card program, vehicle titling and registration programs, driver safety program, and licensing of the motor vehicle industry. In the state of California, the DMV has a total of 204 offices. The agency consists of 171 field offices, 17 driver safety offices, three contact centers, 11 investigation offices, and two occupational licensing offices. DMV has 9,927 full-time, permanent-intermittent, and part-time employees working for the agency. There are approximately 6,828 employees working on the field and 3,099 employees working at the DMV headquarters. For this research, only a total of 1,538 employees working at the LA County locations will be participating.

This study will use a convenience sampling which is a type of non-probability sampling method. Since the survey is voluntary and based on availability, convenience sampling is the most appropriate method for this specific research, all 1,538 employees are encouraged to participate in this research study and participants will have 43 working days to complete and submit the survey. An estimate of 10% response rate, which is a total of 153 surveys is expected to be collected from the DMV employees of LA County.

**Data Collection Method**

The survey will be conducted using Survey Monkey; an online survey tool. First advantage to using an online survey tool is, it is faster for participants to complete and for researches to gather data. Second, using online surveys reduces cost on paper, postage, and time to sort participant’s information. Lastly, it is more accurate and faster to analyze for the reason
that all participant responses are directly entered into the database and results will be ready to be analyzed at any time.

For the primary data collection, surveys will be organized using a 5-point Likert scale that will measure leadership and motivation. The five-point scale will provide participants the choice to choose between “strongly agree”, “agree”, “neutral”, “disagree”, and “strongly disagree”. Also, it is the most reliable way to measure perceptions, opinions, and behaviors. Two sets of questionnaires will be created, one for participants who hold subordinate positions (appendix A) and one for participants who hold leadership positions (appendix B). Both sets of questionnaires will contain three sections: Section A, Section B, and Section C and a total of 26 questions on each survey. Section A and section C of both sets of questionnaire contains the exact same questions but section B of each questionnaire contains two different sets of questions. Section A will consist of five questions related to motivation. The results from these questions will determine the extent to which the participants are motivated at the workplace. Section B will consist of 15 questions related to leadership. The questionnaire that will be distributed to subordinates and will consist of questions that determine which leadership style they favor. The questionnaire that will be administered to leaders will consist of questions related to the extension of each leadership style each leader possesses. Section C will consist of six questions related to demographics. These questions will be utilized for classification purposes. Individual behaviors or performance can occasionally be caused by external factors. This information will help researchers develop a clearer conclusion when these factors arise.

Questionnaires will be distributed to the employees using a link that will be sent to their agency email address. Before the surveys are sent out to participants, a researcher will request permission from the Human Resources (HR) manager. The HR manager will send out an email
to all DMV employees to inform and explain the survey that will be conducted and also the importance of this research. The email will also include that all participants are guaranteed confidentiality and anonymity of the data and information that is collected from the questionnaires will be treated as group data with no individual being identified, as well as declaring that all DMV employees working at the LA County locations are eligible to take part in this survey so no one will feel targeted. Considering that employees will be on the job, they will have two-months starting February 1, 2021 until March 31, 2021 to complete and submit the survey. The survey will be sent out to all participants on February 1, 2021. During the two-month period, the HR manager will send out an email reminder to every participant highlighting the importance as well as the amount of days left to complete the survey. These reminders will be sent out five times during the duration. The first reminder will be sent out on February 15, 2021, second on March 1, 2021, third on March 15, 2021, fourth on March 29, 2021, and the last reminder will be on the last day of the survey, March 31, 2021.

**Estimated Budget**

Budget is one of the most significant areas in the research process as it functions as a blueprint for spending research funds. It provides researchers and the review committee a clear layout of the study and how the research will be conducted. When a budget is not developed or planned out carefully, the study might not proceed smoothly considering there would not be enough resources to conduct the research. In order to obtain the best results for this research, an experienced team of researchers and staff will be required. The team will consist of two primary researchers and two data collection staff. Each primary researcher will earn $27/hour, 40 hours a week for the period of two months (April 2021 and May 2021) after all data has been collected. Hiring two primary researchers will cost $18,576. Both data collection stuff will earn $18/hour,
20 hours a week for the duration of the survey. Data collection staffs are responsible for distributing and collecting questionnaires from participants as well as entering data into the system. To hire two data collection staff, it will cost $6,192. The program that will be used to conduct the survey, Survey Monkey, will be at no cost because this research only requires a basic plan to complete the study. Also, no photocopies or brochures are necessary since all surveys and reminders will be distributed through email. The HR manager will receive a $50 Amazon gift card as an incentive for assisting with sending out email reminders to all participants. Resources that will be used for communication during the research are internet access and cell phones. The total cost for these communication tools are $600. The overall cost to conduct this research will be approximately $25,418. A grant application will be submitted to Grants.gov for the funding of this research study.

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**Ethical Considerations**

An important aspect of this research is abiding by the ethical standards set by the Institutional Review Board (IRB). The IRB is an organization that reviews proposed research to protect rights and safeguard the welfare of human subject. All instruments that will be used in the research will be submitted to IRB for approval before initiating the study. Research participants will be informed on the importance of the study and how this study will benefit them and the organization. They will also be notified that all DMV employees working in the LA
County are eligible to take part in this survey and the completion of the survey is voluntary. All staff will be reminded that the participation in this study will not affect their employment, position, and function in the agency. Every participant will be informed that confidential data, privacy, and identifiable information will be protected and will not be used for any other purpose other than the study. Anonymity will be guaranteed to participants since all surveys do not require a name. All staff and researchers will go through a training and briefing process to make sure they are experienced and fit to perform the study. They will also be required to sign a confidentiality agreement to make sure all data, knowledge, and information from the survey is secure.
Discussion/Expected Findings

This research study will analyze the relationship between transformational, transactional and laissez-faire leadership and employees’ motivation and work performance in the public sector, specifically within the Department of Motor Vehicles (DMV) in LA County.

The quantitative data will show that there will be a positive relationship between transformational leadership style and their subordinate’s motivation and performance. This result will present itself because a transformational leader is someone who inspires and affects their follower to achieve exceptional results. Transformational leaders generate a positive change within their organization where they are attentive to every individual’s interest. The leader will pay close attention to their subordinate’s developmental needs and emotional distress. By doing that, they are able to help their subordinates look at issues through a new light and encourage, excite, and inspire their employees to achieve their personal and organizational goals.

Transformational leaders increases motivation, morale, and employee’s performance by helping their subordinates figure out their competencies, strengths and weaknesses. This will help each and every employee understand what area they’re good at and what needs to improve and which direction they should take in order to produce the best results. Leaders who score high on this leadership style have a special relationship with their subordinates which is mutual respect, trust, and recognition. This relationship magnifies and satisfies every employee’s need for self-worth and self-fulfillment, as well as motivate them to grow and achieve more. Employees appreciate it when their leaders communicate what is expected of them and lay out a clear mission, vision, and goals for the organization as it provides subordinates a reason to work more diligently. Also, employees value when their leaders encourage and challenge their creativity. Being supportive of
an individual’s creativity will assist in building teamwork, engagement and interaction within the team, and increase work productivity.

As for transactional leadership, results from the quantitative data will also show a positive relationship between leaders who score high on a transactional leadership style and their subordinate’s motivation and performance. This may occur because transactional leadership style is based on rewards and it can encourage and motivate employees to become more productive and efficient. Some employees become more motivated to meet deadlines or reach a goal if a reward or incentive is offered. On the other hand, employees will avoid making mistakes and under-perform at work as they know that leads to some type of punishment or demerit. In addition, employees who favor this leadership style are more efficient when leaders set short term goals as they will become overwhelmed when a workload seems unachievable. This could result in employees losing self-confidence or becoming demotivated. Also, employees appreciate when leaders have a clear and structured goal listed and what is expected from them. These employees are more productive when they are given a chain of command, giving them a clear direction of what to do, how to do it, and when it should be completed.

In contrast to transformational and transactional leadership, the quantitative data will establish that leaders who take on a laissez-faire leadership style will have a negative relationship between their subordinate’s motivation and performance. Although the literature shows that laissez-faire leadership has a positive relationship on employee motivation and performance, the same results might not apply to public organizations like the DMV. Laissez-faire leaders tend to have a hands-off approach with little to no guidance, however, this style might not be suitable as public employees require reliable support and guidance from leaders. This leadership style will leave employees feeling like leaders do not care or are not concerned about their well-being or
work performance. Also, a lack of accountability can be expected from employees when they feel like they do not have a proper role within a team or are not clear on what tasks are assigned to them.

There are several potential limitations to this study. First, the amount of data collected might be low since the participation of the survey is voluntary. An estimated of 10% response rate is expected, however, the number of participants could be reduced. A volunteer or self-selection bias could occur that would affect the internal and external validity of this research study. Participants who returned the survey may not be the best representation of the entire target population. The results could have limited the possibility of generalization. Another limitation is, only employees of the LA County DMV are participating in the research. Results may be different for DMV employees working outside of LA County. Lastly, the research only measures employee motivation and performance. Future researcher is recommended to measure other variables like job satisfaction and independent variables like organizational culture. Transformational, transactional, and laissez-faire leadership may have a different outcome on job satisfaction and results may also differ on the impact of organizational culture on employee motivation and performance.
References


Appendix A: Survey

Subordinate Survey Questions

Section A: Motivation

1. I am excited to go to work every day.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

2. I am entirely focused on my job task when I am at work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

3. I am very involved in my work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

4. I am determined to give my best effort every day when I am at work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

5. I am so engrossed in my work that the day goes by very quick.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

Section B: Leadership

6. My boss helps me develop my strengths.
   - Strongly Agree
   - Agree
7. At work, I want to be challenged and have the opportunity to solve problems.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

8. My boss gives me room to be creative with my work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

9. My boss provides minimal guidance me at my job.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

10. My boss is clear about organizational goals and what they expect out of assignments given to me.
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

**Transactional**

11. I like receiving rewards (recognition, pay increase or promotion) when I accomplish my goals.
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

12. I prefer when my boss makes all the decisions.
    - Strongly Agree
    - Agree
13. My boss avoids risky actions and does not like implementing new ideas.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

14. My boss is more focused on the organization’s and my short-term than long-term needs.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

15. My boss is satisfied only when I meet his/her expectation.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

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16. My boss gives us the freedom to work on our projects with no supervision or guidance.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

17. I appreciate when my boss trust me with making all project decisions.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

18. I prefer minimal input from my boss when working on a project.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
19. I prefer when my boss leaves me alone when I have to complete a task.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

20. I appreciate when my boss gives me the opportunity to appraise my own work.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

**Section C: Demographics**

21. What is your gender?
   o Male
   o Female
   o Other (please specify): ______________

22. What category below includes your age?
   o Under 18 years old
   o 18-24 years old
   o 35-44 years old
   o 45-54 years old
   o 55-64 years old
   o 65-74 years old
   o 75+ years old

23. What is your ethnicity?
   o Black or African-American
   o White
   o American Indian or Alaskan Native
   o Asian
   o Native Hawaiian or other Pacific islander
   o From multiple races
   o Other (please specify): ______________

24. What is your marital status?
   o Married
   o Widowed
   o Divorced
   o Separated
Never married
Other (please specify): ______________

25. What is the highest level of school you have completed or the highest degree you have received?
   - Less than high school degree
   - High school degree or equivalent (e.g., GED)
   - Some college but no degree
   - Associate degree
   - Bachelor degree
   - Graduate degree

26. How long have you been employed with the organization?
   - Less than a year
   - 1-3 years
   - 4-6 years
   - More than 6 years
Appendix B: Survey

Supervisory/Managerial Survey Questions

Section A: Motivation

1. I am excited to go to work every day.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

2. I am entirely focused on my job task when I am at work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

3. I am very involved in my work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

4. I am determined to give my best effort every day when I am at work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

5. I am so engrossed in my work that the day goes by very quick.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

Section B: Leadership

Transformational
6. I help my subordinates develop their strengths.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

7. I like to challenge my subordinates and give them the opportunity to solve problems.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

8. I give my subordinates room to be creative with their work.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

9. I provide my subordinates with very minimal advice and guidance.
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

10. I am very clear about the organizational goals and what I expect out of my subordinates.
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

**Transactional**

11. When my subordinates accomplish a goal, I celebrate their success by giving them rewards (recognition, pay increase or promotion).
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

12. I am more comfortable making all the final decision.
13. I avoid risky actions and implementing new ideas at any cost.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

14. I am more focused on the short-term goal of the organization and my subordinates as compared to the long-term goal.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

15. I express satisfaction only when my subordinates meet my expectation.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

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16. I give my subordinates freedom to work on their projects with no supervision or guidance.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

17. I trust my subordinates to make all project decisions.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

18. I provide minimal input when my subordinates are working on a project.
   o Agree
19. I usually leave my subordinates alone when they have to complete a task.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

20. I give my subordinates the opportunity to appraise their own work.
   o Strongly Agree
   o Agree
   o Neutral
   o Disagree
   o Strongly Disagree

Section C: Demographics

21. What is your gender?
   o Male
   o Female
   o Other (please specify): ______________

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   o 55-64 years old
   o 65-74 years old
   o 75+ years old

23. What is your ethnicity?
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   o Native Hawaiian or other Pacific islander
   o From multiple races
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24. What is your marital status?
   o Married
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25. What is the highest level of school you have completed or the highest degree you have received?
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   - High school degree or equivalent (e.g., GED)
   - Some college but no degree
   - Associate degree
   - Bachelor degree
   - Graduate degree

26. How long have you been employed with the organization?
   - Less than a year
   - 1-3 years
   - 4-6 years
   - More than 6 years