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Transformational Leadership Practices and their Effects on Motivation Amongst a

Diverse Workforce

A graduate project submitted in partial fulfillment of the requirements

For the degree of Master of Public Administration in Public Sector Management and

Leadership

By
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Abstract

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Master of Public Administration in Public Sector Management and Leadership

The public sector and the private sector have differences in motivation. The
dynamics of diversity and inclusion affect this motivation, more so in the public sector
than in the private sector. According to the literature, Transformational Leadership differs
from traditional leadership styles in its effectiveness to motivate others. This research
will be based at a local level. It will use the County of Los Angeles as a Case study, and
will analyze Transformational leadership in its applicability to a culturally diverse
workforce. The review of the literature will show that both the public and private sectors
are comparable, as are the effects of transformational leadership on employees from each
sector. The research of diversity management will show how different groups of
individuals view certain policies and organizational cultures. Lastly, this research will
document the experience of the diverse workers in the County of Los Angeles through
interviews with questions relating to Transformational Leadership. The goal of the
research is to explore a link between Transformational Leadership and motivating
employees from different cultures, races, genders, and ages in the County of Los
Angeles.

INTRODUCTION

Public organizations have adopted a diversity policy in efforts to attract, retain, and successfully manage employees from a diverse population (Whitworth 2012). Diversity is believed to be the key to increasing the potential of an organization. Diversity Management is the policies and practices that organizations use to achieve a diverse workforce. The organizational conditions like lack of financial incentives, employee protections, and objectively immeasurable tasks further compromise the ability to motivate employees (Lavigna 2014). Transformational Leadership is a means to overcome these public sector obstacles. The private sector has had famous transformational leaders such as Bill Gates, Steve Jobs, Jeff Bezos, and Jack Welch (Hamad 2015). The Transformational Leadership style has begun to take a role in the public sector leadership. The U.S. military has the largest budget allocation and has chosen to incorporate the practices of Transformational Leadership because of its effectiveness (Hamad 2015).

The inclusion of diversity in the work setting is more of a reality than ever before. The County of Los Angeles has employees from different backgrounds, whether it be race, gender, or age, and this element adds more complexity to employee motivation. One of the challenges of today's public sector leaders is to motivate all employees from those diverse backgrounds successfully. The public service and nonprofit organizational leaders lack listening to their employees and having more inclusion of the diverse employees' perspectives for the organizations to successfully implement a diversity policy and culture of inclusion of a diverse workforce (Cooney 2019). The leaders are having issues

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implementing different policies for a diverse workforce. Consequently, the shift of focus that occurs within leadership now includes how to best motivate diverse employees.

. The main question this study intends to answer is whether or not there is a relationship between employee empowerment and motivation. This study will focus on the application of Transformational Leadership practices on public sector employees to determine if the Transformational Leadership style can affect employee motivation.

First, the literature review will evaluate the public and private sectors to show similarities and differences within the scope of leadership styles and how those styles affect the motivation within the organizations. The literature review will then focus on different leadership and motivational theories within the public sector. Moreover, the diversity management overview will account for a diverse population and different challenges of implementation of diversity specific policies.

Following a critical analysis of the literature, this research study's methodology will be described. The study will use an exploratory approach. The methods which will be used for the analysis will be qualitative interviews. This method will allow the researcher to gain insight from the employee's experiences of Transformational Leadership practices. The employees will identify themselves as a certain race, gender and age and their perceptions will be explored. The expected insights gained from these interviews will then be discussed. The discussion chapter will address this study's limitations and benefits. The conclusion will summarize the research and suggest directions for future research studies.

REVIEW OF THE LITERATURE

Private Sector and Public Sector

Private businesses and organizations operate under laws, cultures, and associations that are different than the private sector. The private sector is a capitalist-based system that has profit as its primary goal as seen from afar. The leaders of the private sector are lauded for their triumphs and ridiculed for their failures as they are believed to be the key to organizational potential. The public sector is based on the function of the government and primarily to serve the people. The public sector leaders are thought of as appointed leaders or leaders with enough experience that can fulfill those roles. In the private and public sectors, leaders have to motivate their employees so that the organization can be successful. The following examples in research demonstrate the motivation public sector employees are more likely to have rather than private sector employees. Bullock, Stritch & Rainey (2015) state the differences in the employees from the private and public sectors as the public sector employees' motivation comes from helping society and not as much from financial incentives as compared to private sector employees. The trend begins to form as public sector employees are more likely to be intrinsically motivated than private sector employees. Additionally, the next section of the literature review supports the trend of public service and intrinsic motivation.

Public Sector Motivation

The public service employees have motivation specific to their practice called Public Service Motivation. Austen & Zacny (2015) define Public Service Motivation (PSM) as public sector employees helping people, without self-interest, while performing

their duties as best they can. The motivation of public sector employees can be more inclined to be part of PSM or having the fulfillment of helping others. The limitations of PSM as the main factor of motivation for employees are that the theory is based on employees after they have already spent a good amount of time in the public sector (Austen & Zacny 2015). Austen & Zacny (2015) state that these employees join the public sector with their values of PSM and are further fortified and encouraged because of the public service environment. PSM can be a major contributor to motivation, but other theories are also referred to and used as a framework for this study.

Analyzing and Explaining Motivation

The motivational and leadership theories are connected and share many conclusions as to how a leader and their leadership style fits the outcome of achieving motivation from a follower. McGregor's Theory X and Theory Y motivational theory will be used as an initial framework for this study. The concepts in McGregor's Theory X and Theory Y are the extrinsic and intrinsic motivation. Theory X states that followers are externally motivated by factors such as rewards and punishments (Noland 2014). Theory Y are followers that are internally motivated on their own and want to be better (Noland 2014). Theory X and Theory Y framework are used to differentiate the public sector employee and the private sector source of motivation. Bullock, Stritch & Rainey (2015) reiterate the differences in the employees from the private and public sectors as the public sector employees' motivation comes from helping society and not as much from financial incentives. Therefore, the public sector employees are more likely to be intrinsically motivated than private sector counterparts. Cowley & Smith (2014) also add to the trend as they surveyed fifty-one countries around the world that included both public sector and

private sector employees and their motivation. Cowley & Smith (2014) found that although both public and private sector employees are usually motivated by extrinsic financial rewards, the public sector employees were more likely to be intrinsically motivated. The limitations of the intrinsic and extrinsic motivation to categorize the public and private sector employees are that it is not a matter of fact.

Extrinsic motivation

If any performance incentives were established in the public sector, there would be challenges to implementing such systems. A critical difference between the public sector and the private sector is the ability to use financial incentives to increase motivation for those extrinsically motivation employees. Heinrich & Marschke (2010) reference to the implementation of an incentive program that can reward employees completing measured tasks and employees who were performing tasks that are not measurable. Belle (2015) indicates that a system that increases pay because of better performance would still not motivate public sector employees even if their performance was measurable. Belle (2015) conducted an experiment that used a Performance Related Pay (PRP) system for nurses working at public sector hospitals. The three different system models included nurses receiving fixed pay, fixed pay plus PRP, or fixed pay plus a symbolic award. As a control, the experiment had a different system of nurses receiving fixed pay with PRP in secrecy. The fixed pay plus PRP in secrecy is disregarded in this study due to the nursing salaries being public knowledge. Belle (2015) concluded that the pay did not motivate the nurses with PRP as they felt others were aware of their extra earnings. The experiment provides for an opportunity in the public sector to have similar conditions as the private sector in which there is a financial incentive to motivate

employees and was not particularly successful, and the nurses preferred more intrinsically motivational factors such as rewarding social work (Belle 2015). The other external motivating factors that an employee can have besides financial incentives are the environment and the culture upon which the employees will work.

Organizational Culture

The organizational culture can have an effect on motivation in the public sector. Panagiotis & George (2014) analyzed the relationship between organizational culture and motivation in the setting of a public organization. Panagiotis & George (2014) concluded that the organizational culture had a direct relationship with motivation in the public sector employees. The higher levels of motivation are associated with a culture that the leadership has trust in employees and commitment to the organization. Panagiotis & George (2014) describes this culture as the clan culture, one similar to a culture where leadership empowers the employees to go above and beyond for the organization. Panagiotis & George (2014) concluded that there is a relationship between low motivation and organizational culture that promotes bureaucracy.

The limitation of these studies has been a disconnect between the regions that they were performed, the nurses with PRP study was conducted in a hospital in Italy while the organization culture study was conducted in the country of Greece, none of which are regions related to the County of Los Angeles. The specific research of Panagiotis & George (2014) that covers a clan like culture transitions to the connection it has with the Transformational Leadership theories.

Leadership Theories

The leadership theory as a framework will be the Transformational Leadership theory, and overall it is part of the Transactional and Transformational theories that were studied by Burns (1978) & Bass (1985) respectively (Kuhnert & Lewis 1987). Burns (1978) defines Transactional Leadership as leaders having exchanges with their followers for clear needs from their followers (P. 648). In contrast, Transformational Leaders as leaders that can morph their followers, by example and support, to become leaders themselves (Kuhnert & Lewis 1987, P.648). The Transactional Leadership style is not going to be used as a framework for this study in any capacity as many proponents have deemed it an ineffective style. Hamad (2015) discussed the importance of military leaders for their governments, considering all the budgeting that goes into the military as an example where the Transactional Leadership has been a tradition. The military leaders need to have success, and Hamad (2015) identifies the most historically successful leadership styles as transactional, charismatic, and transformational and evaluates these leadership styles for the best style in the military context. The Transactional Leadership style is where the leader uses rewards and punishment as a motivational tool and is only valid for a while and, considered to be the traditional style in the military, has not developed a relationship between the leader and follower (Hamad 2015). Hamad (2015) concludes that a transformational leadership style with charismatic traits is the most effective in the military because of the stressful moments, such as emergencies. A leader has limits on the use of reward or punishments like with Transactional Leadership, but a good relationship and trust can inspire the follower to put their interest aside for the task and in the long run (Hamad 2015). The connection to a public sector organization is that

the use of rewards and punishments has limits and to bring out the best in the employees, taking a closer look at the military that has a big budget and still invests in training for their leaders and the prevalent use of Transformational Leadership style.

Two-factor Theory

Herzberg's Two-factor theory is the theory of two different factors that are not in the same dimension (Hur 2018, P. 15). The theory in the public sector context involves two factors that are on opposite perspectives, that is job satisfaction and job dissatisfaction. Hur (2018) examines the Two-factor theory in the public sector context in the research and concludes that there is not much difference between the public sector and private sector employee's motivation. The same motivational factors, such as career advancement and job satisfaction, motivated public sector employees just as they did with private sector employees. The limitation in this particular analysis is that the employees surveyed for the research were the public managers. This method could skew the results due to their positions; thus, a more comprehensive analysis would be needed to include all levels of employees.

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Transformational Leadership

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To further define Transformational Leadership practices that will be used in this study, Podsakoff, Mackenzie, and Boomer (1996) describe six practices from Transformational Leadership, "articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, providing individualized support, and intellectual stimulation" (P. 265). In a Transformational Leadership role, leaders communicate effectively a vision that they impose for their

employees. Leaders provide appropriate models of success for each task or production. The leaders convey to the group that as a unit there are specific goals. Leaders set high expectations and also provide the support needed for the development of each individual. Leaders provide intellectual stimulation by encouraging their employees to find different and creative ways to complete processes.

In further examining Transformational Leadership, Nikezic, Markovic & Bataveljic (2013) discuss the different aspects of the full range leadership model and derive the transformational and charismatic traits for said leaders that contribute to their success. The methodology of analysis is looking at all leadership styles across the range board and their effectiveness in the workplace. Nikezic et al. (2013) also conclude that the Transactional Leadership style was the least effective in promoting motivation in their full range of leadership models. Transformational Leadership in the private sector has taken private companies into the next trends and lift them to a different level above all other competitors. Transformational Leadership has translated into the public sector to become a force as well and has seen success with its application.

Transformational Leadership in the Public Sector

Wright & Pandey (2010) give the contextual background that the topic of Transformational Leadership has not been studied in the public sector like in the private sector because of the stigma that there could be no transformational leadership present in the public sector. As part of the hypotheses, Wright & Pandey (2010) test Transformational Leadership behaviors against organizational structure and red tape, more levels of hierarchy, and communication from the bottom up. The second set of hypotheses was measured and based on performance. Wright & Pandey (2010) evaluated

to see if trends in the public sector motivation and extrinsic rewards would be related and how they affect transformational leadership practices (Wright & Pandey 2010). The authors concluded that there is a positive relationship between Transformational Leadership practices and the public sector motivation excluded from extrinsic rewards. As Transformational Leadership practices are present so is higher levels of public service motivation. A limitation of the study was using different data sets and therefore could not disprove causality. The causality in this context is the organizational structure causing the Transformational Leadership practices to flourish. A public sector organization may have a structure that causes the motivation of its intrinsically motivated employees.

Subsequently, Wright, Moynihan & Pandey (2012) examine Transformational Leadership and its effect on public sector motivation in congruence with the missions and goals of the public organization. Wright, Moynihan & Pandey (2012) found that leaders in the public sector can motivate employees and lead the employees to carry out the mission of the organization. Transformational Leadership style is prevalent in motivating employees to go above and beyond for the organization. However, the same problem causality can be applied to this situation. The organization's mission may be communicated effectively with employees which then the leaders will not have to explain. These studies imply a correlation between Transformational Leadership and the employees' motivation and dedication to organizational goals. Transformational Leadership and higher levels of public service motivation are more likely to be true. Transformational Leadership and more employees aligned with organizational goals are also more likely to be present. However, the matter causality was not fully accounted for as both sets of authors mention it as a weakness.

Transformational leadership and Organizational Commitment

The commitment to the organization has had a strong influence from Transformational Leadership. A study Turkey, Top, Akdere & Tarcan (2014) analyzes organizational structure and Transformational Leadership practices of Turkish private and public sector employees relative to a healthcare institution. The framework provided by the authors is Transformational Leadership, organizational trust, job satisfaction, and organizational commitment to testing nine hypotheses related to the framework and differentiated between public and private sector employees. The instrumentation used was a survey used for 2,108 hospital employees, both from the private and public sectors. Top, Akdere & Tarcan (2014) concluded that Transformational Leaders have followers that are involved, committed and satisfied in the workplace for both public and private employees of the hospitals. The study does show the correlation that Transformational Leadership has with positive employee perceptions, including commitment despite the results were from another region.

Gyensare, Kumedzro, Sanda, & Boso (2017) add to the trend of Transformational Leadership and its effects on whether an employee chooses to leave a public sector organization in South Africa. The involuntary intention turnover refers to when the organization terminates the employee or lets him or her go and is beyond that scope of this study (Gyensare et al., 2017). The authors found that there is a relationship with voluntary turnover and how employees viewed their immediate leadership figure and discovered that the psychological environment and the perceptions of negative and positive leadership affects commitment and results in turnover (Gyensare et al. 2017). These studies show Transformational Leadership from the different factors that an

employee might consider leaving an organization. The research proves Transformational Leadership enables employees' behavior to be committed to an organization. Transformational Leadership has been successful with motivation, commitment but does have its flaws.

Critical Analysis

There are concerns with the use of Transformational Leadership as a tool for leadership in the public sector. Berkovich (2016) analyzes the role of Transformational Leadership in educational administration. The scope of this study is the unanimous adoption of Transformational Leadership in the field of education administration and is not comprehensive. Berkovich (2016) refers to concerns about Transformational Leadership in education administration as there is no concrete definition, the correlation for effectiveness, and models for outcomes. The term Transformational Leadership can be defined in many ways depending on its context. Therefore, the lack of a universal definition creates ambiguity and will be problematic as an interpretation of any implemented policy. Hamad (2015) refers to the point that transformational leaders are made yet it is hard to teach and train such an individual. The leaders are then instilled with Transformational Leadership practices but are not directed for ethical implications. Hamad (2015) uses an extreme example of Hitler as a leader who puts his own agenda ahead of his country's, a leader with a Transformational Leadership can make their own priorities in the public sector.

The effectiveness of Transformational Leadership in public sector organizations could be subsided due to other factors. Berkovich (2016) concludes the concerns with Transformational Leadership in education administration should be addressed to be a

more suitable style for that organization even though it is widely accepted in the administration. The educational sector is considered a public sector organizational but not in the traditional sense. The leadership hierarchy can be comparable to that of a chain of command similar to the County of Los Angeles. The scholars in this administration agree that the Transformational Leadership style is the best for education administration going forward.

In addition, Panagiotis & George (2014) state the concerns relating to preset public sector employees' duties are set and that hierarchy systems usually breed an environment lacking creativity. The Transformational Leadership practices are built on fresh and creative ideas that could be stymied by the public sector bureaucracy. The ability for a transformational leader to articulate a vision has to be properly communicated within the parameters of organization policy.

To summarize, Transformational Leadership is the best leadership style for motivating employees through six practices used in this context. The literature supports Transformational Leadership as an effective style of leadership. However, there are concerns with Transformational Leadership through these studies. The public sector has a workforce that is vastly different and may require different motivations and perspectives on leadership.

Diversity Management

The background of the County of Los Angeles department is very diverse with a myriad of different cultures, races, genders, and ages. Soni (2000) describes a diverse workforce to include race, gender, age, religion, physical or mental disability, sexual

orientation, or socioeconomic class (P.396). The challenge to motivate all the different individuals and get them integrated into an organization would be beneficial in the long run to that organization. Whitworth (2012) states that diversity management can be complicated but is needed with today's workforce getting smaller and the capability to handle all of the growing demands from customers. The customers have grown in diversity similar to the workforce and demanding fluctuating needs. Whitworth (2012) suggests that diversity should be included in organizational policy application and management support to include an organization that is diverse. An organization with better implementation of diversity management will grow an environment to motivate all members of the workforce. Recently, the importance of diversity management has been elevated to a top priority to managers.

The role of leadership has not been clearly defined in the contribution to diversity management. Jin, Lee & Lee (2017) state that the perspective towards diversity should be placed on the leaders and organization rules and regulations to be further incorporated. The supervisors and managers have the most responsibility with the implementation of a policy because they oversee day to day processes. Besides management support, implemented policies may not be adopted smoothly into the organizational culture. Diversity management is crucial to motivate public sector employees because there are limited promotions and reward incentives (Jin, Lee & Lee 2017). Consequently, it provides better conditions that more important to have diversity management as a tool for motivation. Diversity management has shown to lead to increased job satisfaction and decreased turnover through its practices.

There are many challenges in implementing diversity management. An organization adopting diversity management procedures, Ohemeng & McGrandle (2014) analyze the conditions of a diverse workforce in Ontario, Canada. Ohemeng & McGrandle (2014) conclude that one of those challenges is that diversity management is "affirmative action in disguise," and companies are reluctant to implement due to perception (Ohemeng & McGrandle, 2014, P. 492). The perception from the employees is that there is unfair treatment because the diversity policies are favoring others. The leadership practices of diversity management were implemented overall throughout the Ontario Police Department but were not accepted equally amongst every employee.

In summary, diversity management is the style used to interact with a diverse workforce. Diversity management includes management's goal to achieve a motivated workforce. The management must overcome communication and behavior issues that unfortunately stem from a workplace that has employees from different backgrounds and ages (Ohemeng & McGrandle, 2014, P. 490). However, the control over proper execution diversity policies relies on supervisors and managers.

Summary

In summary, this literature review described the context of the differences between the public sector and the private sector by an organizational setting and the likely motivation for employees. The motivational theory used as a framework for this study is McGregor's Theory X and Theory Y because of the extrinsic and intrinsic motivation that describes different factors of motivation in the private sector and public sector. The leadership theory used as the framework was the Transformational Leadership as a leading proponent for motivation in the private sector and instances of

increasing support of studies in the public sector. Transformational Leadership literature sought to support the motivation in public sector employees amidst constraints for the public sector organizations' ability to use extrinsic rewards as motivation. The literature does show that a Transformational Leadership style can be successful amongst broad sections of the public sector. Diversity management in the public sector is how the leaders use different practices to manage problems or concerns dealing specifically with diversity policy and inclusion in part to help motivate employees. The research of transformational leadership and its effects on a public sector's diverse population is limited and has been identified as an opportunity for further research.

RESEARCH QUESTION AND AIM

This research will aim to study the relationship between Transformational Leadership and a specified diverse workforce and Transformational Leadership' its potential effect on motivation. The main question this study intends to respond to is whether or not there is a relationship between employee empowerment and motivation. Can Transformational Leadership practices promote motivation in a diverse setting? The purpose of this study is to explore and compare various perceptions and experiences in order to understand what can be learned from the experiences of a diverse workforce in the public service organization under Transformational Leadership.

RESEARCH DESIGN

Data Sample

The scope of this research paper is specific public sector organizations in the County of Los Angeles that provides benefits to the public. The limitations on the effects of Transformational Leadership in the public sector were either regional or different parts of the public sector (i.e., hospitals, schools, and military) and the participants of the research had unidentified backgrounds. This organization has roughly 300 employees, and they represent the County of Los Angeles demographics.
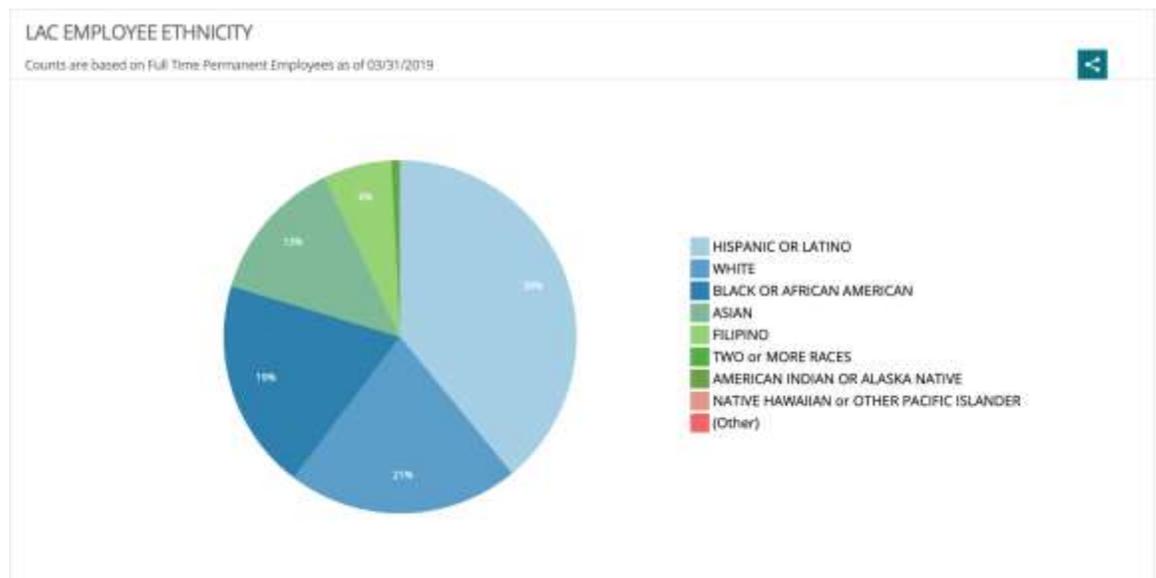

Figure 1. Data from Los Angeles County Employee Ethnicity (2019)

Research Methodology

The purpose of this research paper is to explore the effects of Transformational Leadership on a diverse public sector workforce. The research design used in this study is a qualitative analysis and a specific approach to this methodology will be the phenomenological study (Blair & Leavy 2016). The phenomenological study as defined

by (Blair & Leavy 2016) is "how people experience the different phenomenon, and how they interpret it" (P. 58). The reason for qualitative analysis is that the relationship between Transformational Leadership and motivation and includes the diverse background of the participant has details that are not quantifiable. Common studies that have analyzed Transformational Leadership and diversity management have used qualitative analysis and have relied on in-depth interviews. The experiences of the diverse workforce will accentuate the effect of Transformational Leadership practices on their motivation in an interview more so than a survey.

The qualitative analysis is a useful method for research that seeks to find motivational and inclusion issues. Taylor, Bogdan & DeVault (2016) state that qualitative analysis is a natural and less intrusive style of research because researchers have the flexibility and time to learn the workplace context and try to communicate to workers in their language.

Data Collection

The first phase will be constructing interviews with open-ended questions as the primary data collection. The interview questions can go further into an employee's response to Transformational Leadership practices, motivation, and identifying their background. In addition, it will be encouraged for a participant to share thoughts and feelings in an effort to make the interview process feel natural. The process of carrying out the interviews at this public sector organization previously mentioned will have a time span of about two to three months to interview 60 participants. Preferably it will be a mix of supervisors/managers and frontline employees being interviewed, mostly the latter. The number of participants is high because they will be randomly chosen, and the

participants chosen will have the option to forfeit the interview at any time. This will

provide willing participants' responses and make robust data. The forthcoming process

will also include the submission of the interview questions to the CSUN Institutional

Review Board (IRB) and to the participating agencies' IRB if one exists. The nature of

the questions in this interview are dealing with sensitive topics such as the demographics

of an individual. The ethical implications will be covered in the discussion.

A set of interview questions will be used to generate a conversation leading to the

topics. A set of interview questions can be found in reference to Appendix A. All of the

questions are open-ended to create a focused dialogue relating to each question. The

participants will be asked questions about themselves. These interview questions will

serve two purposes, one to have the participant feel comfortable and second to have the

participant identify their race, gender, and age. The participants will then be asked

questions about the six Transformational Leadership practices. The questions are derived

from the Transformational Leadership Behavior Inventory (Podsakoff, Mackenzie, and

Boomer 1996). These interview questions have been adapted and modified to be open-

ended questions and will provide experiences from participants regarding

Transformational Leadership practices. The questions are neutral so that the participant

will guide their answer to be negative or positive and create the trends that will contribute

to Transformational Leadership and diversity.

All interviews will be transcribed and coded, and the coding will result in

matrices of the responses for further analysis as used in qualitative analysis practices

(Blair & Leavy 2016) (Refer to Appendix B for example). The coding patterns will

include the presence of Transformational Leadership Practices and their responses based

if they have been motivated from these practices. This specifically has to be done by the researcher/interviewer. Triangulation will be used with responses to assure that the responses from supervisors/managers and frontline employees do not indicate any biases associated with the interviews. Taylor, Bogdan & DeVault (2016) state that triangulation is the combination of different sources of data and methods within the same study (P. 94). The means of triangulation have several methods for which the process will occur. The lone ranger method is when one researcher interviews the participants then analyzes the data and trends to make a conclusion (Taylor, Bogdan & DeVault 2016). Researchers can also go into historical and past data of an organization and reach a conclusion by comparing it to current data (Taylor, Bogdan & DeVault 2016). The team research method is when two or more researchers conduct the interviews, compare data, and come to a conclusion (Taylor, Bogdan & DeVault 2016). The team research method is very appealing as a choice for this research because of the perceived choice and connection to different people. The advantages could be the interviewers with different ethnicities, genders, and communications can bring out different responses (Taylor, Bogdan & DeVault 2016). The team research method will be used for these research interviews because of the strength from different researchers/interviewers and their connections with the participants.

Validity

The validity issues for this research and phenomenological study are trustworthiness, credibility, and dependability. Blair & Leavy (2016) points to trustworthiness and how a study may involve participants who are knowledgeable on the subject and respond to what may please the researcher. The results could be applicable to

a diverse populated county like the County of Los Angeles and may vary between

sections of the county and differ in responses in certain areas due to varying

demographics. However, that part of transferability is beyond the scope of this research

as only one office of a certain department will be analyzed at this moment. For instance,

if the research was conducted in part of the Los Angeles County that has within its

subsection a majority of a certain population that yield to different results than another

subsection of the County.

Projected Results

The expected results from the interview questions will provide insight from the

interview participants for the presence of Transformational Leadership practices. The

expected results are positive experiences from employees in regard to Transformational

Leadership practices. The results will show the experience from workers in regard to their

motivation. The expected results are that the findings of supervisor/managers

communicate effectively the County of Los Angeles vision and mission statement within

employees. Also, expected results are that supervisor/managers provide appropriate

models for each task to each worker and lead by example of performing the task

themselves. The expected results are that supervisor/managers set high expectations and

goals for each individual will motivate the employees. The expected results are that

Transformational Leadership practices create positive experiences and promote

motivation amongst the designated diverse workforce that will differ between race,

gender, and age. It could also be uncovered that the Transformational Leadership

practices nurture diversity and inclusiveness through valuing the participants'

experiences. The possible link comes the nature of Transformational Leadership practices

(supporting each employee, unit/group goals, and accountability of a leader) and participants experiences of equal treatment to that standard and inclusion under those practices.

DISCUSSION

This discussion will address the research limitations, benefits, and ethical considerations. The research limitations will focus on the process of the study and other theoretical considerations. The benefits will include benefits to local level government policy and minority representation. The ethical considerations will encompass confidentiality and participant options.

Limitations

The limitations of this research are the lack of access to specific regions across the state or the country for that matter. The literature review did show comprehensive and extensive research done on a big scale; one in particular, completed a survey in a whole country. Due to limited resources, research on that scale is out of the question for now. There are also limitations of the transferability of the results to other regions around the country, like in the state of Taxes or Montana. The actual results of this may not signify similar results from other counties under different conditions.

The possibility of another leadership practice such as Transactional Leadership to have a better effect on diverse workforce motivation but just was not in the scope of this research. Transformational Leadership studies from the literature review showcased successful results from hypotheses and theories. Those studies were conducted in other countries that were comprehensive and across a large population but did not explicitly state if there was a diverse population sample.

Benefits

This study would benefit immediately from counties like Los Angeles and others similar to diversity management and inclusion to motivate employees under

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Transformational Leadership. The cost of the research for the study of the effects may be too much for a complex problem than for straightforward problems like diversity management and Transformational Leadership individually. The importance of this research is reinforced with the belief that diversity will only increase to include more categories. The Lesbian, Gay, Bisexual (LGB) community has since become the Lesbian, Gay, Bisexual, Transsexual (LBGT) and more religions and languages are becoming official languages for public service matters.

The different impact to be aware of is the age section. As more people working longer as well as entering the workforce, more generations are working right now than at any other point in history. The impacts of Transformational Leadership on this group is interesting. The County of Los Angeles has put in place numerous policies with respect to race and gender. These policies and procedures do not rule out the possibility of results that either group correlates to having a negative experience with Transformational Leadership practices.

Ethical considerations

The interview questions have ethical implications since individuals are identifying themselves as a particular socio-demographic category or group. As an example, when someone is asked the question of specifics of their race, it may not be comfortable to divulge it, considering the professional setting. The researcher/interviewer must reassure participants that there is no hidden motive in the use of race, gender, or age for the purpose of this survey other than for research purposes. The researcher/interviewer should clarify any information if needed and preferably but not in a pressing manner.

Although no assumptions will be made by the researcher/interviewer, they will only resort to voluntary information that contributes to the research.

The researcher/interviewer will have to establish confidentiality of the participants from the start of the interview. The interview questions about supervisor/manager's practices touch upon sensitive issues. Any privacy concerns will be addressed and any information the participants share will be kept confidential. As previously stated, the participants will be randomly selected and once selected, the researcher will ensure that their participation entirely voluntarily. The participants have the option to end their interview at any point. The participants will also be ensured that they can withdraw from the research at any point. If they chose to withdraw their participation, the data collected up to that point would be destroyed.

CONCLUSION

The challenge of motivating public sector employees in the County of Los Angeles now involves a diverse workforce. The public sector is under constant scrutiny from its taxpayers and the more effective the workforce, the better the outlook for the public sector. The motivation of public sector employees can differ but because the use of extrinsic motivational approach such as rewards are limited. As presented in the literature review, the best approach to promote motivation is through leadership practices because of the intrinsic motivation that is present in public sector employees. Transformational Leadership practices affect motivation to the extent where public sector employees perform better when paired with transformational leaders. However, the motivation of a diverse population can differ, and the lack of research provides for an opportunity for the analysis of the effects of Transformational Leadership practices on a diverse workforce. The qualitative analysis will be conducted through interview questions that include an identification of demographic and motivational assessment from Transformational Leadership practices. The results may be able to yield results enough to warrant comprehensive research to more departments within the County of Los Angeles and extend to other counties alike. The outcome of this research could be used as a useful administrative policy implementation that would capitalize on the potential of efficiency within a diverse sector. Furthermore, this study can serve as a launching pad for public sector organizations to examine their diversity policies, employee motivation, and leadership styles to determine and evaluate their effectiveness. The weaknesses of this research include the lack of generalizability because of the element of diversity. Many large counties in the U.S. do resemble an equally diverse workforce like the County of

Los Angeles, but more counties are not comparable. The motivation of a diverse

workforce trend may increase as Soni (2000) analyzed diversity in the early twenty-first

century and stated that diversity, by definition, is changing to include more and

leadership practices are contributing factors to continue with the management process (P.

406). In 2019, the diversity has expanded to include more categories, and the leadership

practices can help shape the future to motivate the public sector workforce. The next step

going forward could be to evaluate Transformational Leadership and diversity

management practices. The research study would contain two groups of which one will

be a control group to include diversity management practices. These studies can be

researched across different regions of the state and then the country.

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Interview Questions

Tell me about yourself?

How old are you?

What gender do you consider yourself as?

What would you say is your race or ethnicity?

(TRANSFORMATIONAL LEADERSHIP)

Articulating a Vision

Is your supervisor/manager always seeking new opportunities for the

unit/department/organization?

Does your supervisor/manager paint an interesting picture of the future for our group?

Does your supervisor/manager have a clear understanding of where the unit is going?

Does your supervisor/manager inspire others with his/her plans for the future?

Is your supervisor/manager able to get others committed to his/her dream of the future?

Providing an Appropriate Model

Do you feel your supervisor/manager leads by "doing" rather than simply by "telling"?

Does your supervisor/manager provide a good model to follow?

Does your supervisor/manager lead by example?

Fostering the Acceptance of Group Goals

Does your supervisor/manager encourage collaboration among workgroups?

Does your supervisor/manager encourage employees to be "team players"?

Do you feel that your supervisor/manager gets the group to work together for the same

goal?

Do you feel your supervisor/manager develops a team attitude and spirit among his/her employees?

High Performance Expectations

Does your supervisor/manager show you that he/she expects a lot from you and your unit?

Your supervisor/manager will not settle for second best?

Does your supervisor/manager insist on only the best performance from you and your unit?

Individualized Support

Does your supervisor act without considering your feelings?

Does your supervisor show respect for your personal feelings?

Does your supervisor/manager behave in a manner that is thoughtful of your own personal needs?

Does your supervisor consider my personal feelings?

Intellectual Stimulation

Has your supervisor/manager provided you with new ways of looking at things that used to be confusing?

Does your supervisor have ideas that have forced you to rethink some of your own ideas you have never questioned before?

Has your supervisor/manager stimulated you to think about old problems in new ways?

Coding	Examples (comments)
Positive	-Positive experiences with supervisors/managers -Gets everyone involved -Does not single anyone out -Has belief that you can accomplish any task -Is creative with ideas for completing tasks. -Has an open door policy
Negative	-Does communicate effectively -Uses connotative language -Says not to do certain things but will do it themselves
Mixed	-Does somethings but work with others -May try to motivate you in a way but will resort to other methods -Seems to do well with some but not with others