The role of transformational leadership in employee motivation and job satisfaction at an academic institution

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ABSTRACT

Leadership effectiveness is reliant on, and indeed often defined in terms of, leaders’ ability to motivate followers towards a collective goal, mission, or vision (Chemers, 2001). The logical implication of this proposition is that, to understand leadership effectiveness, we need to understand leadership’s effects on followers. The association between transformational leadership, employee motivation and job satisfaction is well-documented. However, these relationships were never tested in a University of Technology in South Africa. This study seeks to fill this void. The primary objective of this study was to determine the relationship between transformational leadership, motivation and job satisfaction of employees tested in a University of Technology in South Africa. Following a quantitative approach, this study utilises cross sectional design and a convenience sample to reach its objective.

The findings suggest that all variables considered in this study is statistical significant related to one another. In addition, the results revealed that transformational leadership characteristics account for 27% of the variance in Work Self Determination Motivation (WSDM) with role modelling, goal acceptance and performance expectations proving to be the only statistical significant predictors of Work Self Determination Motivation. Transformational leadership characteristics account for 16% of the variance in Non-Work Non-Self Determination Motivation (NWSDM) with performance expectation proving to be statistical significant predictor of Non-Work Non-Self Determination Motivation.

Characteristics of transformational leadership also explained 29% of the variance in extrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model the variance explained in extrinsic job satisfaction increased by 10% to 39% with vision articulation, goal acceptance, WSDM and NWSDM proving to be the only statistical significant predictor of subjective extrinsic job satisfaction. Characteristics of transformational leadership also explained 39% (large practical significance) of the variance in intrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model the variance explained in extrinsic job satisfaction increased by 4% to 43% with WSDM proving to be the only statistical significant predictor of intrinsic job satisfaction. Recommendation for organisation and future research are provided.

KEYWORDS – Transformational Leadership, Motivation, Job Satisfaction
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CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1 Introduction

Leaders are essential to the development and progression of a successful organisation. Those who follow transformational leadership principles and qualities are given many contributions. With transformational leaders, followers are inspired, which results in positive, progressive change within an organisation. Transformational leadership is about altering strategies and culture and changing organisational context to fit better with the surrounding environment (Wisdom Jobs, 2018). Transformational leaders are change agents who direct and energise employees to a new set of organisational behaviour and value (Wisdom Jobs, 2018). Through effective leadership, organisations can effectively achieve objectives.

According to Northouse (2016: 1), leadership is a highly valued and highly sought after commodity. We often ask ourselves what makes a good leader and seek more information on becoming effective leaders. Many people believe that leadership is a way to improve their social, personal and professional lives. Dubrin (2010: 2) explains the characteristics of a leader to be their ability to stimulate and inspire others to achieve goals. On the other hand, Dubrin (2010: 3) further defines leadership as the ability to support and inspire people who are required to achieve organisational goals. Leadership is needed at all levels of an organisation for its success. Dubrin (2010: 4) further states that “leadership is a relationship between the leader and its followers”.

Northouse (2016: 6) shares the same viewpoint that leadership is a transactional process between leaders and followers. Leadership deals with inspiration, change, influence and motivation (Dubrin, 2010: 5). Northouse (2016: 6) supports this argument that it is a process that involves influence and that leadership cannot exist without influence. Furthermore, Dubrin (2010: 6) indicates that “leaders affect organisational morale and performance, and Northouse (2010: 6) suggests that it is concerned with how leaders affect followers. How well the team performs is determined by one’s leadership style. People who have a common purpose can be influenced by leadership. Dubrin (2010: 6) pointed out that transformational leadership pays attention to leader’s relationship with others, their personal characteristics and what the leader accomplishes.


1.2 Problem statement and research question

Today organisations are faced with demanding changes and rapidly having to adapt to pressures and multiple challenges of organisational change. Therefore, it is important for management to change its leadership methodology to ensure self-empowering and supportive environment to deal with these challenges effectively. Management should abolish the old management styles in favour of transformational leadership (Lin et al., 2020). The transformation of academic institutions remains a challenge. These challenges pose a significant threat to both social cohesion (Bosselut et al., 2018) and development.

There have been many opinions and studies on the types of leadership that inspire and motivate employees to perform their level to meet organisational goals and objectives. People should become transformational leaders by focusing on a clear vision and employee value that motivates and guides their subordinates (Cherry, 2018). Transformational leadership challenges leaders to find ways to inspire and motivate their teams. It is also imperative that leaders determine traits and characteristics that make up an effective and good leader.

Effective and excellent leadership is needed to develop employees as a sustainable competitive advantage. A leader must adequately portray a sense of intellectual stimulation, inspirational motivation (Lin et al., 2020) and a sense of charisma while leading a team. There has been many organisational challenges or difficulties for leaders to accelerate the performance of their subordinates. Employee performance and behaviour are determined by how well a leader can influence and motivate their followers. Leadership is a team effort between followers and their leader, and it is not a solo act. Collaboration between a leader and its followers is important for sustaining and achieving high performance (Cherry, 2020 & Korejan et al, 2016).

The core research question of this study is: To what extent does transformational leadership style influence motivation and job satisfaction on employees at an academic institution?
1.3 Aim and objectives of the study

1.3.1 Aim of the study
The study aims to establish the impact of transformational leadership in employee motivation and job satisfaction at the Vaal University of Technology. Based on the study findings, the institution can improve and encourage the adoption of the best leadership styles that will help motivate and improve employee satisfaction.

1.3.2 Primary objective
The primary objective of this study is to investigate how transformational leaders influence followers to be motivated and how it impacts their job satisfaction.

1.3.3 Secondary objectives
The following secondary objectives are formulated for the attainment of the primary objective:

- To conduct a literature review on transformational leadership, its role and the effect on team motivation and job satisfaction
- Assess how transformational leadership influence motivation
- To establish how workplace factors influence job satisfaction
- To determine how transformational leadership influence motivation and job satisfaction

1.4 Scope of the study
The study is designed to explore the influence of transformational leadership on employee motivation and job satisfaction at an academic institution. The researcher focused on the effectiveness of transformational leadership, motivation, and job satisfaction at an academic institution. The study is restricted to only one academic institution with only a number of participants who form part of the target population in a particular geographical area. The researcher has learned from the experience with the smaller population. The use of quantitative research is advantageous for this study in measuring employee motivation and job satisfaction gaps between different groups of employees or assessing the influence of transformational leadership on these groups.
1.5 Rationale and significance of the study

The rationale is defined as the reason for conducting the study. Highly experienced and qualified employees of the institution are continuously leaving in search of opportunities and greener pastures in other institutions and in the private sector. The establishment of this study has helped uncover the influence of transformational leadership style and its role at the institution, the effectiveness of this leadership style in influencing employee motivation, job satisfaction. Recommendations are made in the last chapter of this study on areas that require serious retooling. These include areas where the transformational leader could motivate and inspire employees to change and buy into a new direction and ways in which the leaders’ strength can benefit employees and other factors that can assist in improving employee motivation and their job satisfaction.
LITERATURE REVIEW

This section focuses on conceptualising the main constructs under investigation in this study, namely, transformational leadership, employee motivation, and job satisfaction. In addition, this section also looks at relationships between these variables as proven by previous research on the same constructs under investigation.

2.1 Transformational leadership

Transformational leadership has been researched widely on a series of studies of CEOs and prominent leaders in large well-known organisations on different perspectives (Northouse, 2016:176). Since its introduction in the 1970s, “transformational leadership has been a focal point for a large body of leadership research” (Northouse, 2016: 176). Schedlitzki & Edward (2014: 66) describe transformational leadership as changing how individuals feel about themselves, which then raises their inspiration and empowers them to accomplish a performance past their ordinary desires. Northouse’s view on this leadership style gives more attention to affective and charismatic elements of leadership (Northouse, 2016:164). On the other hand, transformational leadership is suggested to move people up Maslow’s hierarchy of needs and is also linked to emotional fulfilment. Performance and transformational leadership are terms applied to employees who are perceived to have facilitated or experienced positive changes in their organisations (Denmark, 2012). Transformational leaders are those leaders “that serves to change the status quo” by appealing to a follower’s sense of purpose and their values (Hughes, Ginnett and Curphy, 2009: 632).

Johannsen (2014) also confirms that “transformational leadership is one of the important leadership styles among many”, “a leadership style that is important in organisational change and personal transformation”. According to Hughes, Ginnett and Curphy (2009: 653), “by leaders pointing out the problems with the status quo, they can decrease follower dissatisfaction, by systematically developing a vision of the future, identifying areas that need change, developing and implementing change plan”. Hughes, Ginnett and Curphy (2009: 632) describes that transformational leaders find problems in the current system and have a vision on how followers should perform and what the organisation could be. Furthermore, these researchers indicate that this new vision of a transformational leader is linked to the values of leaders and their followers. According to Cherry (2017), “transformational leaders can inspire followers to change perceptions, motivations and expectations to work towards common goals”. Transformational leaders go beyond managing day-to-day operations and work on strategies that will take the leader’s company or team to the next level of performance and success. This study conceptualises and operationalises transformational leadership in line with the conceptualisation of leadership by Podsakoff et al. (1990). These authors described this style as multidimensional that consist of six key features, including identifying
and articulating a vision, providing an appropriate model or role modelling, facilitating the acceptance of group goals, setting high-performance expectations, providing individualized support and intellectual stimulating team members.

Bass’s transformational leadership theory is based on how leaders impact followers who are intended to admire, respect and trust the transformational leader. According to Bass’s leadership theory, “leaders should transform followers to focus on organisational goals than on their personal interests and increase awareness of task importance and value”. It has been assumed that if employees are aware of task importance, they will be motivated and that focusing on employee performance produces a better result. Those led by transformational leaders tend to improve in their performance and are both loyal and successful (Cherry, 2017). Transformational leaders provide more to their subordinates, and they care deeply about subordinates’ performance and their ability to accomplish goals and objectives (Cherry, 2017). Furthermore, transformational leaders greatly inspire commitment in their subordinates, as Cherry (2017) further elaborates.

Researchers have found transformational leadership to impact employee follower performance, satisfaction and positively affect the group. This contrasts to those employees led by other types of leaders (Riggio, 2009). Although researchers have discussed and detailed transformational leadership and its influence and importance in organisations, there are also some weaknesses, issues and criticism associated with this leadership style that cannot be ignored. Researchers have emphasised the good and the positive changes that transformational leaders bring, but some researchers pointed out that they have excluded those transformational leaders who performed so bad that they made the world the worse place, for example, Adolf Hitler and Saddam Hussein (Johannsen, 2014).

Leaders do not always make things better, but they can sometimes make things worse. For a transformational leader to make things better, they require a set of virtues and the ability to make wise decisions (Johannsen, 2014). If leaders are to be transformational, they might strive to be achievers (Johannsen, 2014). Transformational problems are the critical issues that organisations face. Most times, these issues relate to behaviours, attitudes and culture. Transformational leaders are described as enthusiastic, charismatic, passionate, optimistic, and sometimes visionary, giving them the ability to change long-held perceptions and beliefs, says Rich Hein, Senior Managing Editor of CIO.
When used appropriately, transformational leadership can be highly effective, but Cherry (2017) argues that it might not be the best choice for every situation. Employees might, in some cases, require leadership styles that involve greater direction and closer control in situations where employees are unskilled and need a lot of oversight. Leaders need to assess their leadership style to improve their leadership skills and think about how their strength can benefit the team they are leading (Cherry, 2017). Emotions and Behaviour at Work (2018) share the same viewpoint that transformational leaders turn to those employees who are melancholic, sluggish and low on energy as this leadership style makes a difference for them.

Transformational leaders go beyond managing day-to-day operations and work on strategies that will take the leader’s company or team to the next level of performance and success. Ingram (2018) explains the transformational leadership style to focus on motivation, team building and collaboration with employees to facilitate change for the better. While providing professional and personal growth opportunities for each employee, transformational leaders set incentives and goals to encourage and push followers to high-performance levels, says Ingram (2018). Other studies suggest that transformational leadership can positively influence the well-being of employees. Employees who reported higher levels of transformational leadership in their employers, have high levels of well-being (Cherry, 2017). Since the transformational leadership style individually challenges and develop employees, it conveys a sense of trust and meaningfulness. With a positive effect on employee well-being, this leadership style can lead to high employee satisfaction and performance (Cherry, 2017).

Transformational factors assess the degree to which leaders make personal sacrifice or champions new possibilities, instils pride in others, set challenging standards, displays power and confidence, consider the ethical or moral consequences, articulate a compelling vision of the future, treat followers as individuals and help them understand the problems they face (Hughes, Ginnett and Curphy, 2009: 648). Organisations must grow and adapt to survive by continually trying out and adapting new ideas (Johannsen, 2014). Thus, organisations need transformational leaders, who judge whether the initiated changes will make the life worse or better.

Four factors describe transformational leadership, as depicted in Figure 1. As they lead their followers, transformational leaders engage in Intellectual Stimulation, Inspirational Motivation, Individualized Consideration, Idealized Influence, which are described as the 4 I’s needed to facilitate transformation.
Intellectual Stimulation

Intellectual stimulation is mostly non-emotional and rational component (Procházka, Mesterova, Vaculík & Smutný, 2015). Transformational leaders recognise the value of encouraging innovative ideas, building knowledge in the workplace, and not criticising others, thereby developing employees (Kraft, 2018). The leader appeals to followers’ intellect by creating problem solving and problem awareness, imagination and thought, and values and beliefs (Procházka, Mesterova, Vaculík & Smutný, 2015). They foster open discussions of the vision and its implementation. Intellectual stimulation encourages followers to generate more creative solutions to problems (Jaritz7887, 2018). Leaders encourage followers to come up with new easy, and creative ways to solve problems (Ahmod et al., 2014).

Inspirational Motivation

Transformational leaders motivate and inspire followers, fostering enthusiasm, teamwork and harmony (Kraft, 2018). They develop and communicate an exciting and morally good vision for followers to achieve, and they empower them towards the end. Inspirational motivation is leadership that motivates and inspires followers to reach goals that seem unreachable (Procházka, Mesterova, Vaculík & Smutný, 2015). Leaders urge followers to attain goals by describing goals in a compensating and attractive manner, thereby motivating employees (Ahmod et al., 2014). Follower expectations are raised, and leaders inspire them by communicating confidence that they can achieve goals (Procházka, Mesterova, Vaculík & Smutný, 2015).
**Idealized Influence (Charisma)**

This dimension of transformational leadership is used to describe leaders who have extraordinary and profound effects on their followers (Procházká, Mesterova, Vaculík & Smutný, 2015). It refers to how followers perceive their leaders’ attributes and behaviour that followers can observe (Procházká, Mesterova, Vaculík & Smutný, 2015). Followers respect, trust and admire this type of leader (Kraft, 2018). They create a climate of high standards for ethical choices and task performance. The confidence of idealised influenced leaders set high standards, and their charisma is envisioned (Jariz7887, 2018). Idealised influence is the emotional component of leadership as described by Bass.

**Individualised consideration**

Ahmad et al. (2014) describe individual consideration to encourage attention and support of leaders to their followers. A leader with individualised consideration is concerned with developing and empowering followers to their highest potential and providing socio-emotional support to followers (Procházká, Mesterova, Vaculík & Smutný, 2015). This factor of transformational leadership is where leaders give employees individualised attention, coach and mentor employees, and provide growth opportunities to empower and build them into leaders (Kraft, 2018). This approach educates future leaders and fulfils the individual need for self-fulfilment, self-actualisation and self-worth. Followers are propelled to growth and further achievement. The outcome is achieved by maintaining frequent contact with followers, coaching them and helping them self-actualise (Procházká, Mesterova, Vaculík & Smutný, 2015).

**2.2 Motivation**

According to Manik and Sidharta (2017) motivation is a process that describes the direction, intensity, and perseverance of individual efforts in achieving goals. Motivation directs and improves behaviour to achieve goals. Individuals motivation is affected by external stimulation and influenced by the intrinsic power within them (Manik and Sidharta, 2017). People are motivated based on various desires or motives for a particular purpose. Motivation is formed by desires or motives such as achievement, a motive for work, needs, justice and power. Motivation can be regarded as one’s general willingness to do something and forces a person to attain desired goals.

Motivation is defined as the process that guides, initiates, and maintains goal-oriented behaviours (Cherry, 2018). Motivation is what causes people to act and attain goals. People have some objectives that have to be fulfilled and it is for this reason that management should allocate motive to every team or individual to achieve goals for the organisation. Motivation can focus on how much an individual puts more effort into achieving their goals (Ahmad et al., 2014). Key components that elaborate the motivation are intensity, direction and persistence. No matter if you ultimately determine your leadership style to be relationship-based, transactional or task-based, organisations can incorporate transformational leadership ideas into their
management routine (Bradley, 2018). Leaders require to understand the different types of motivation to motivate employees since employees are not all the same. This will help apply the appropriate type of motivation to different categories of teams.

People are motivated by external and internal factors as they are always the reasons why they behave, achieve, learn, and react (Thompson, 2019). There are two types of motivation or rewards, intrinsic, internal motivation (individual's motivational stimuli are coming from inside) and extrinsic motivation, which is external (individual's motivational stimuli are coming from outside). Intrinsic motivation is a feeling of achievement and satisfaction, while extrinsic motivation is based on punishment, rewards, and goal obtainment. Examples of intrinsic motivation are self-actualisation and a sense of accomplishment, while extrinsic motivation may include status and working conditions.

Self-concept and personality often determine whether or not a person will be extrinsically or intrinsically motivated. If leaders understand the distinction between extrinsic and intrinsic motivational factors, they are more likely to motivate themselves and others (Thompson, 2019). Generally, researchers take a broad perspective to define work motivation, which includes the effort and participation of organization members in value, attitude, emotions, and social action, all of which affect work motivation. Therefore, the meaning of work motivation also clearly reflect the multiple aspects of work motivation (Chen & Chiu, 2009; Rotenberry & Moberg, 2007).

Leaders, therefore, require to encourage intrinsic worth or motivation as the first step to incorporating transformational leadership into their management style (Bradley, 2018). As opposed to the reward-based mechanism (extrinsic motivation), employees should value their contribution in a holistic manner (Bradley, 2018). Intrinsic motivation happens when employees can value their contributions to the organisation in a holistic manner instead of a reward-based mechanism (Bradley, 2018). Intrinsic motivation decreases as extrinsic motivation increases because an individual only starts focusing on the external rewards that they have been promised instead of working on something for personal satisfaction (Burton, 2012).

You may, for example, give your employees a bonus at the end of the year if they do good work. This is an extrinsic motivator that is a finite reward, while good for employee morale (Bradley, 2018). The most known extrinsic reward is money, and some other examples include employee of the month award, bonuses, benefits packages and organised activities. Fostering intrinsic worth in your staff is a full-time, continuous process so that even when they are not being physically rewarded, your employees feel good about the work they are doing (Bradley, 2018). If people are motivated and adopt certain types of behaviour and
perform certain types of work for fun, intrinsic motivation occurs. Workers enjoy what they are doing, and this motivation can therefore act as their incentive.

2.3 Job satisfaction

Business Jargons (n.d.) defines job satisfaction as a sense of accomplishment or the feeling of contentment which employees derive from their job. Employee job satisfaction depends on managers’ leadership style (Mosadeghrad & Ferdosi, 2013). It is a result of appraisal that causes one to meet their basic needs or attain their job values. It represents the difference between employees’ experience and expectations they derive from the job and the organisation they work in. Employees are the most important resources of an academic institution, and the institution’s sustained profitability depends on its employee job satisfaction.

Employees’ job satisfaction enhances employee performance, motivation and reduces turnover and absenteeism (Mosadeghrad & Ferdosi, 2013), but the wider the gap, the more the dissatisfaction in employees (Badubi, 2017). Employee job satisfaction is correlated with recognition, benefits, received salaries, job security, working conditions, promotion, co-workers, management support, the leadership style of managers, type of work, and demographic characteristics such as marital status, age, work tenure, gender, educational level and the number of children (Mosadeghrad & Ferdosi, 2013). Employees become more satisfied when they are happy with their jobs.

Job satisfaction is an important part of the lifecycle and motivation of an employee to remain loyal and employed with an organisation (Bathena, 2018). One of the main factors to ensure people are happy in their employment and their lives and gain meaning is to ensure life satisfaction (Çakmak, Karadağ, & Bayir, 2015). Transformational leadership is essential for mobilising resources to fulfill company objectives and motivate employees (Abelha, 2018). These leaders are considered to have a strong influence on the behaviours and attitudes of employees.

2.4 Transformational leadership and Motivation

Motivation is one of the principles of transformational leadership. Transformational leadership represents a more appealing view of leadership with its positive development on followers and its emphasis on intrinsic motivation (Procházka, Mesterova, Vaculík, & Smutný, 2015). The reward for employees with intrinsic motivation is intangible, for example, pride, which is important to an individual. Leaders should use methods that creates intrinsic motivation and benefit both the company and the team members. According to Ferguson (2018), “transformational leaders are true and trusted leaders”. Ferguson (2018) indicates that motivation is one of the principles of transformational leadership.
2.5 Transformational leadership and Job satisfaction

Yang (2016) defines job satisfaction as “the degree to which an individual positively evaluates his or her job experiences”. The missing job satisfaction in the workplace is associated with undesired outcomes. Its presence amounts to positive outcomes such as effective performance, effective commitment, organisational citizenship, general life satisfaction, and professional fulfilment (Jackson, Alberti, & Snipes, 2014). According to Abelha et al. (2018), job satisfaction reflects worker attitudes, including physical working conditions (comfort and safety at work), growth opportunities (promotion opportunities, development programs), rewards (salaries and benefits), work relationships (colleagues and supervisor) and the nature of the work in and of itself. Transformational leaders engage in effective communication that encourages commitment, trust and consequently greater satisfaction, and they serve as an inspiration to their followers.

Transformational leaders are described as leaders who motivate employees to outperform expectations and transform their employees' priorities, desires, values, and aspirations (Choi et al., 2016). Employee job satisfaction and successful leadership are basic variables required for organisational success (Ali, Farid & Ibrarullah, 2016), in influencing the effectiveness of an organisation and its productivity. According to Ali, Farid and Ibrarullah (2016), transformational leadership significantly impacts job satisfaction. Poor job satisfaction can cripple an organisation while employers with satisfied employees do better than their counterparts.

Transformational leaders’ decision-making style gives employees a sense of involvement. This results in employees having higher levels of job satisfaction and being more committed to their jobs (Choi et al., 2016). According to Nemanich and Keller (2007), job satisfaction occurs when inspiration and individual consideration employees are valued. When valued by their leaders, employees become committed to producing better outcomes as they gain job satisfaction. Transformational leaders also recognise the importance of the team as “individual, and team perceptions of transformational leadership are positively related to job satisfaction (Braun, et al., 2013).” Transformational leadership occurs when leaders elevate and broaden their employees’ interests by focusing on the company mission and motivating the employees to work for team interest rather than individual interest (Mustafa, (n.d)). Leaders' positive perceptions of transformational behaviours lead to improved job satisfaction, increased internalization of organisational goals, and stronger identification with the organisation (Choi et al., 2016).
2.6 Transformational leadership, motivation and job satisfaction

Transformational leaders need to give subordinates the confidence and skills needed to put forth effort (Dubrin, 2010: 288). Transformational leadership and organisational support have a positive effect on increasing employee motivation. When individuals gain and maintain motivation through their successful experiences, they get a boost in job satisfaction to continue learning and making progress on their tasks. According to Khan, et al. (2020), “Job satisfaction is one of the essential indicators used to measure organisational effectiveness” and when it is present in the organisation, expected work standards can be achieved. Individuals are more likely to achieve their goals when highly motivated to learn and succeed, thereby giving them an experience that leads to their overall satisfaction (Ackerman, 2018).

Ciobanu et al. (2019) indicates that transformational leaders need to develop more motivating and collaborative relationships with employees while recognising their employees as valuable assets. Comparing the different leadership styles, the transformational leadership style proves to be highly efficient than other styles of leadership (Bose et al., 2020). The transformational leadership style of managers highly influences the employees’ job satisfaction (Khan, et al., 2020). To achieve organisational objectives, leaders must apply a transformational leadership style to manage their employees. Organisations need to pay attention and maintain employee satisfaction as highly satisfied employees tend to work more effectively.

The below framework, figure 2, has been constructed based on the relationship between transformational leadership, motivation and job satisfaction.

Figure 2: Relationship between transformational leadership, motivation and job satisfaction

Source: Own elaboration
2.7 Motivation and job satisfaction

Over the years, most businesses have realised that a satisfied and motivated employee can deliver and contribute positively to the organisation. With the challenges that businesses are faced with, there are high job losses due to retrenchment and layoff, and companies need to endeavour to stop losses of performing employees due to lack of motivation and decreasing job satisfaction (Varma, 2017), and encourage a positive workplace environment. Job satisfaction encourages and brings positive feelings to employees, which is why it is needed for employees to be satisfied with their job and their workplace conditions.

Satisfied employees adapt to good or bad circumstances, spend more time understanding their work, feel fulfilled doing the job, and deliver beyond their expectations. Employees who are happy at their workplace are key to organisational success. Motivation needs and job satisfaction are vital in the workplace as motivated and satisfied employees can undoubtedly help sustain productivity (Dartey-Baah, 2010). However, a positive workplace environment needs to be encouraged by management to achieve a high level of employee productivity (Varma, 2017). Other researchers contend that while worker competence and resource availability are necessary, they are not sufficient, as the main determinant of employee satisfaction and performance in employee motivation. Improved employee satisfaction can lead to positive company growth, which is one of the benefits of motivated employees. In increasing employee job satisfaction, employee motivation will also improve, resulting in increased efficiency and better job performance (Mooney (n.d)).

Commitment to one’s employment comes from employee motivation and job satisfaction (Mooney, (n.d)). Those employees who are motivated and satisfied commit to organisational objectives. It is therefore important for companies to understand the needs of their employees. If they ignore this, they could have performance issues with their employees in the long term due to employee dissatisfaction and lack of commitment (Dartey-Baah, 2010). When an employee feels satisfied and motivated at their job, employee commitment will be enhanced. According to Mooney (n.d), the link between motivation and satisfaction is, therefore, evident in an employee’s commitment toward the company.

2.8 Theories of motivation and job satisfaction

There are many different theories of motivation. Over the years, social scientists have studied and proposed dozens of theories of motivation. Several theories are developed to explain the concept of “motivation” (Business Jargons, n.d.), and they are used to inspire employees to develop the drive to achieve (Badubi, 2017). Motivation drive individuals to work in a certain way. It pushes people to work hard to accomplish the goals and persevere even if the conditions are not favourable (Business Jargons, n.d.).

What motivates employees in the organisation? As the workplace is evolving and shifting, leaders need to realise that the needs and wants of employees are changing (Comaford, 2018). In all organisations and
enterprises, motivation plays a key role in driving employees to organisational goals and the dreams of others (Badubi, 2017). There are many theories of motivation that influence the outcome of employee job satisfaction. The researcher is looking at some of the content of motivational theories, Maslow’s hierarchy of needs and Herzberg’s motivation-hygiene theory, to establish what motivates people and helps increase workplace performance and productivity.

**Herzberg’s motivation-hygiene theory**

Hertzberg-two-factor theory attempt to answer to ‘how do you motivate employees?’ For leaders to motivate employees, first, they must understand what inspires and make employees tick, and what motivates them in the first place. Hertzberg-two-factor theory splits motivation factors from demotivating factors (hygiene factors). The goal of Herzberg’s two factor theory is to:

1. Eliminate hygiene factors (factors of dissatisfaction)
2. Create and improve conditions for job satisfaction

This theory looks in some factors that can cause job dissatisfaction (hygiene factors) and some that causes job satisfaction and motivation (motivating factors). Motivator factors lead to satisfaction and motivate employees to work harder (Mark, 2014). Examples of motivating factors include career progression, enjoying work, feeling recognised, achievement and responsibility. Hygiene factors can lead to a lack of motivation and dissatisfaction if they are absent (Mark, 2014). Examples of hygiene factors are company policies, salary, benefits, relationships with co-workers and managers.

Motivator factors are positive factors that increase employee satisfaction and motivation, but their absence does not cause dissatisfaction (Mark, 2014). Employee level of satisfaction will not be affected during the absence of motivating factors. Mark (2014) alludes that “the presence of hygiene factors does not increase satisfaction and motivation, but their absence causes an increase in dissatisfaction”. Both motivator and hygiene theories need to be improved continually for a happier and most productive workforce. Leaders need to appreciate and support their employees to help motivate them (Mark, 2014). Job dissatisfaction must be prevented by offering employees fair pay and the best possible working motivation.
Maslow’s Hierarchy of Needs

According to Maslow’s hierarchy of needs theory, every person has a series of needs that need to be fulfilled for self-actualisation (Burton, 2012). Individual needs serve as a driving force in human behaviour. According to Maslow’s needs hierarchy model, human needs are classified in five levels starting with the essential needs that must be met first: physiological needs, safety needs, love or belonging, esteem needs, and self-actualisation needs. The hierarchy explains the general human motivation and it is used to explain job satisfaction (Adeogun, Fapojuwo, and Ajayi, 2011). Leaders need to understand the hierarchy of needs to understand that “motivation causes goal-orientated behaviour” (Juneja, 2019) and to understand its contribution to job satisfaction (Adeogun, Fapojuwo, & Ajayi, 2011).

1. Physiological needs are at the first level of the hierarchy. They include water, food, shelter, clothing, air etc., that are needed for the survival and maintenance of human life. Employees cannot function and perform well without fulfilling these requirements.
2. Safety or security needs where employees feel physically safe and secure, protected from danger in their work environment or having policies and suitable company structures (Adeogun, Fapojuwo, & Ajayi, 2011). A safe environment creates stability in the surrounding. Financial security can create future certainty in employees, such as having insurance, securing job positions, and creating retirement packages.
3. Social need, a need to feel sense of love or belonging – being accepted by others and being part of the group. For example, having positive relationships with the leader and colleagues.
4. Esteem needs encompass respect from others, self-belief, strength, confidence, personal and social acceptance (Komninos, 2018). Esteem needs are key stages in achieving self-actualisation or contentedness, where people are affected by external factors, such as approval and validation from their peers (Komninos, 2018).
5. Self-actualisation needs are the highest stage of human motivation where employees need to develop and grow to become what they want to be. Self-actualization is the highest-order motivation, which drives people to realize their true potential (personal and creative self-growth) and achieve their ‘ideal self’ (Komninos, 2018).

Basic or lower-level needs must be met or satisfied by an organisation to improve employee job satisfaction before moving on to address higher-order needs. Meeting these needs have a motivational role in behaviour and job satisfaction. Leaders are responsible for ensuring that the followers’ physiological and safety needs are met, for example, a safe environment and proper wages.
On the other hand, leaders should create a proper climate where followers can develop their full potential. Failure to do so can result in lower job satisfaction, poorer performance, and increased withdrawal from the organisation, increasing employee frustration. Figure 3 depicts the relationship between Maslow and Hertzberg’s theories.

<table>
<thead>
<tr>
<th>Maslow’s Theory</th>
<th>Hertzberg’s Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Actualization</td>
<td>Challenging Work</td>
</tr>
<tr>
<td></td>
<td>Achievement</td>
</tr>
<tr>
<td></td>
<td>Advancement</td>
</tr>
<tr>
<td></td>
<td>Recognition</td>
</tr>
<tr>
<td></td>
<td>Growth in the job</td>
</tr>
<tr>
<td>Self-Esteem</td>
<td>Status</td>
</tr>
<tr>
<td></td>
<td>Interpersonal relations</td>
</tr>
<tr>
<td>Social (Affiliation)</td>
<td>Company policy and administration</td>
</tr>
<tr>
<td>Safety</td>
<td>Quality of supervision</td>
</tr>
<tr>
<td>Physiological</td>
<td>Working conditions</td>
</tr>
<tr>
<td></td>
<td>Job security</td>
</tr>
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</table>

**Figure 3:** Maslow's and Hertzberg Motivational Theories  
Source: Iedunote (2019)
RESEARCH METHODOLOGY

3.1 Research design and methods
The research project adopted a quantitative, cross-sectional approach. A questionnaire including the Transformational Leadership Questionnaire, the Motivation Questionnaire, and the Job Satisfaction Questionnaire was administered using Survey Monkey online platform and issuing hard copies to personnel. Permission to conduct the research was obtained from the Vaal University of Technology. The ethical clearance certificate to conduct the study was obtained from the Ethics Committee of the Faculty of Economic and Management Sciences. The questionnaire distributed included a covering letter with instructions that informed the respondents how to complete the questionnaire and a consent form. Participants first completed the consent form before starting with the questionnaire. Participants were encouraged to give honest answers to all questions. The data from the questionnaire was then consolidated into an Excel spreadsheet in preparation for analysis. The respondents were informed about the study, and they were given assurance about ethical principles such as confidentiality, anonymity and the voluntary nature of the data collection process.

3.2 Study population
The population for this study consisted of permanent academic and nonacademic staff members (from the Head of Departments, professors, junior, senior lecturers, and administrative staff) at the Vaal University of Technology. The researcher requested permission from the Deputy Vice Chancellor and the Director of the Research Directorate to conduct the research at this academic institution for the purpose of the research study to address the targeted population sample from which the researcher gathered data.

3.3 Research paradigm
A quantitative research paradigm was used for this research study. Check and Schutt (2012: 275) describes quantitative data analysis as “statistical method used to analyse and describe variations in statistical measures”. With the quantitative method, the researcher uncovered patterns and formulated facts by using measurable data (DeFranzo, 2011). According to Maree (2016: 162), quantitative research is an objective and systematic process that uses numerical data and generalises the results to the population being studied. As opposed to a qualitative approach, a quantitative research methodology was selected for this project for the following reason and advantages: Firstly, to quantify opinions, attitudes, insight, experiences, behaviours and other variables (DeFranzo, 2011). Secondly, it provides quantifiable and easy to understand results that are helpful in evaluation. Thirdly, the results are highly reliable, valid and generalizable to a larger population (Dowd, 2018). Lastly, there is very little bias in the quantitative research method as the researcher gathers a large amount of data and statistical analyse it (Churchill, 2011). Quantitative research was advantageous for this research study in measuring
the performance and behavioural gaps between different groups of employees in assessing the influence of transformational leadership on these groups.

3.4 Sample characteristics

A tabular presentation is used to describe the characteristics of several sub-groups of participants. These figures also include the percentage of the missing values. Participants’ ages ranged from 18 to 44 years and above. The total sample consisted of 69 males (48.3%) and 74 females (49.7%). Over 53.1% of the participants have postgraduate qualifications, and 40% have a degree or a diploma qualification. A presentation of the information on these sample characteristics is assimilated in Table 1.

Table 1: Sample Characteristics

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Sub-groups</th>
<th>Frequency</th>
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<th>Valid Percentage</th>
<th>Cumulative Percentage</th>
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<tr>
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<td>2.7</td>
<td></td>
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</tr>
</tbody>
</table>
3.5 Measuring instruments

This study used the following standardized questionnaires as measuring instruments:

- **The Transformational Leadership Scale** (Podsakoff et al., 1990). This is a 28-item scale that measures seven transformational and charismatic leadership traits, uses a 7-point Likert-type scale ranging from 1 = very little to 7 = very much. The scale consists of seven subscales to assess different leadership characteristics, namely *Articulate a vision* (5 items), *Role-Modelling* (3 items), *Fostering acceptance of goals* (4 items), *High-performance expectations* (3 items), *Individual support* (4 items), *Intellectual stimulation* (4 items) and *Transactional leader behaviour* – not used in this study (5 items). Jackson & Lushozi (2014a) obtained Cronbach Alphas between .96 to .71 for the Transformational leadership subscales.

- **Motivation**: The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) developed by Tremblay, Blanchard, Taylor, Pelletier & Villeneuve (2009) to measure the level of work motivation. WEIMS had been used in many published studies (Bolltoft, 2015; Jayaweera, 2015; Kim, 2013; Proenca & Cristina, 2013; Serrata, 2015; Shu, 2015). WEIMS is constructed based on SDT and consists of 18 items divided into six subscales, corresponding to the six types of motivations, namely intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation. Items in each subscale is scored on a Likert-type scale, from “1” (does not correspond at all) to “7” (corresponds exactly). A recent study using the WEIMS found the following Cronbach Alpha scores: Intrinsic motivation ($\alpha = 0.94$), integrated regulation ($\alpha = 0.85$), identified regulation ($\alpha = 0.92$), introjected regulation ($\alpha = 0.84$), external regulation ($\alpha = 0.84$), and amotivation ($\alpha = 0.90$) (Chai, Teoh, Razaob & Kadar, 2017).

- **Job satisfaction**: The Minnesota Satisfaction Questionnaire (MSQ): A short-form developed by Weiss, Dawis, England, and Lofquist (1967) was used in the present study. The MSQ is a 20-item scale that was used to assess the participants’ intrinsic and extrinsic satisfaction with their jobs. Typical items used is the chance to do things for other people “or the chances for advancement on the job”. Using a single factor approach McCallaghan (2018) obtained consistency for the measure that ranged between 0.88 and 0.91 in a recent South African study comparing three ethnic groups.

- **Finally, a biographical questionnaire** was included gender, age, race, and educational attainment and sector. *This information will only be used to describe and profile the sample.*
3.6 Statistical analysis

The statistical analysis was carried out using the IBM SPSS version 23. Descriptive statistics in the form of means, standard deviations, skewness and kurtosis were computed to explore the data. An exploratory factor analysis was conducted to determine the validity of the job characteristics questionnaire. Cronbach alpha coefficients were used to assess the internal consistency of the measuring instruments. Pearson product-moment correlations were used to assess the relationship between the variables. The statistical significance was set at 95% confidence interval level (p<0.05). Effect sizes (Cohen, 1988) were used to determine the practical relevance of correlations <0.30 (small effect), 0.30<0.50 (medium effect) and >0.50 (large effect) (Cohen, 1998). Cut-off points for the practical significance of the correlations coefficients were set to 0.30 (medium effect) (Cohen, 1988). A modified cut-off point of 0.25 was set to increase our probability for the practical significance of correlation coefficients for the work engagement variables of vigour, dedication and absorption. A regression analysis was also conducted to determine the proportion of variance in the dependent variables of intrinsic, extrinsic, dedication, vigour and absorption that was predicted by the independent variables, namely, organisational support, advancement, relationship with colleagues, contact possibilities, workload and job insecurity. The effect sizes in the case of multiple regression are given by the formula $f^2 = R^2/1-R^2$ (Steyn, 1999). The parameters for practical significance of $f^2$ (Steyn, 1999) were set at 0.01 (small effect), 0.09 (medium effect) and 0.35 (large effect).
CHAPTER 2: RESEARCH ARTICLE

ABSTRACT

Leadership effectiveness is reliant on, and indeed often defined in terms of, leaders’ ability to motivate followers towards a collective goal, mission, or vision (Chemers, 2001). The logical implication of this proposition is that, to understand leadership effectiveness, we need to understand leadership’s effects on followers. The association between transformational leadership, employee motivation and job satisfaction is well-documented. However, these relationships were never tested in a University of Technology in South Africa. This study seeks to fill this void. The primary objective of this study was to determine the relationship between transformational leadership, motivation and job satisfaction of employees tested in a University of Technology in South Africa. Following a quantitative approach, this study utilizes cross-sectional design and a convenience sample to reach its objective.

The findings suggest that all variables considered in this study are statistical significant related to one another. In addition, the results revealed that transformational leadership characteristics account for 27% of the variance in Work Self Determination Motivation (WSDM) with role modelling, goal acceptance and performance expectations proving to be the only statistical significant predictors of Work Self Determination Motivation. Transformational leadership characteristics account for 16% of the variance in Non-Work Non-Self Determination Motivation (NWSDM) with performance expectation proving to be a statistical significant predictor of Non-Work Non-Self Determination Motivation.

Characteristics of transformational leadership also explained 29% of the variance in extrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased by 10% to 39%, with vision articulation, goal acceptance, WSDM and NWSDM proving to be the only statistical significant predictor of subjective extrinsic job satisfaction. Characteristics of transformational leadership also explained 39% (large practical significance) of the variance in intrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased by 4% to 43%, with WSDM proving to be the only statistical significant predictor of intrinsic job satisfaction. Recommendations for the organisation and future research are provided.
INTRODUCTION

Leaders are essential to the development and progression of a successful organisation. Those who follow transformational leadership principles and qualities are given many contributions. With transformational leaders, followers are inspired, which results in positive, progressive change within an organisation. Transformational leadership is about altering strategies and culture and changing organisational context to fit better with the surrounding environment (Wisdom Jobs, 2018). Transformational leaders are change agents who direct and energise employees to a new set of organisational behaviour and value (Wisdom Jobs, 2018). Through effective leadership, organisations can effectively achieve objectives.

According to Northouse (2016:1), leadership is a highly valued and highly sought after commodity. We often ask ourselves what makes a good leader and seek more information on becoming effective leaders. Many people believe that leadership is a way to improve their social, personal and professional lives. On the other hand, Dubrin (2010: 3) further defines leadership as the ability to support and inspire people required to achieve organisational goals. Dubrin (2010: 2) explains the characteristics of a leader to be their ability to stimulate and inspire others to achieve goals. Leadership is needed at all levels of an organisation for its success. Dubrin (2010:4) further states that “leadership is a relationship between the leader and its followers”.

Northouse (2016: 6) shares the same viewpoint that leadership is a transactional process between leaders and followers. Leadership deals with inspiration, change, influence and motivation (Dubrin, 2010: 5). Northouse (2016: 6) supports this argument that it is a process that involves influence and that leadership cannot exist without influence. Furthermore, Dubrin (2010: 6) indicates that “leaders affect organisational morale and performance, and Northouse (2010: 6) suggests that it is concerned with how leaders affect followers. How well the team perform is determined by one’s leadership style. People who have a common purpose can be influenced by leadership. Dubrin (2010: 6) pointed out that transformational leadership pays attention to a leader’s relationship with others, their personal characteristics and what the leader accomplishes. This study aimed to determine the relationship between transformational leadership, employee motivation and job satisfaction.
PROBLEM STATEMENT

Transformational leadership has been promoted as a leadership style that will facilitate change and increase job commitment, job satisfaction and well-being within teams (Sofarelli & Brown, 1998; Thyer, 2003; Arnold, Turner, Barling, Kelloway & McKee, 2007). Influence on others is the essence of leadership (Yukl, 1998). In this sense, leadership is also defined as the ability to influence the motivation or competence of other individuals in a group (Gibson, Ivancevich, & Donnelly, 1991). Only in its influence on others may we observe leadership (Knippenberg, Knippenberg, De Cremer & Hogg, 2004: 826). Leadership effectiveness is reliant on, and indeed often defined in terms of, leaders’ ability to motivate followers towards a collective goal, mission, or vision (Chemers, 2001). The logical implication of this proposition is that, to understand leadership effectiveness, we need to understand leadership’s effects on followers. The association between transformational leadership, employee motivation and job satisfaction is well-documented. However, these relationships were never tested in a University of Technology in South Africa. This study seeks to fill this void.
Transformational leadership

Transformational leadership has been researched widely on a series of studies of CEOs and prominent leaders in large well-known organisations and on different perspectives (Northouse, 2016:176). Northouse (2016: 176) explains that since its introduction in the 1970s, “transformational leadership has been a focal point for a large body of leadership research”. Schedlitzki and Edward (2014: 66) describe transformational leadership as changing how individuals feel about themselves, which then raises their inspiration and empowers them to accomplish a performance past their ordinary desires. Northouse’s view on this leadership style gives more attention to affective and charismatic elements of leadership (Northouse, 2016:164). On the other hand, transformational leadership is suggested to move people up Maslow’s hierarchy of needs and is also linked to emotional fulfilment. Performance and transformational leadership are terms applied to employees who are perceived to have facilitated or experienced positive changes in their organisations (Denmark, 2012).

Johannsen (2014) also confirms that transformational leadership is one of the important leadership styles among many. A leadership style that is important in organisational change and personal transformation”. According to Hughes, Ginnett & Curphy (2009: 653), “by leaders pointing out the problems with the status quo, they can increase follower dissatisfaction, by systematically developing a vision of the future, identifying areas that need change, developing and implementing change plan”. Hughes, Ginnett & Curphy (2009: 632) describes that transformational leaders find problems in the current system and have a vision on how followers should perform and what the organisation could be. Furthermore, these researchers indicate that this new vision of a transformational leader is linked to the values of leaders and their followers.

According to Cherry (2017), “transformational leaders can inspire followers to change perceptions, motivations and expectations to work towards common goals”. Transformational leaders go beyond managing day-to-day operations and work on strategies that will take the leader’s company or team to the next level of performance and success. This study conceptualises and operationalises transformational leadership in line with Podsakoff, Mackenzie, Moorman & Fetter (1990). They described this style as multidimensional, consisting of six key features: identifying and articulating a vision, providing an appropriate model or role modelling, facilitating the acceptance of group goals, setting high performance expectations, and providing individualized support and intellectual stimulating team members.

**Motivation**

According to Manik and Sidharta (2017), motivation is a process that describes the direction, intensity, and perseverance of individual efforts in achieving goals. Motivation directs and improves behaviour to achieve goals. Individuals motivation is affected by external stimulation and influenced by the intrinsic power within them (Manik and Sidharta, 2017). People are motivated based on various desires or motives for a particular purpose. Motivation is formed by desires or motives such as achievement, a motive for work, needs, justice and power. Motivation can be regarded as one’s general willingness to do something and forces a person to attain desired goals. Motivation is defined as the process that guides, initiates, and maintains goal-oriented behaviours (Cherry, 2018).

Motivation is what causes people to act and attain goals. People have some objectives that have to be fulfilled and it is for this reason, management should allocate motive to every team or individual to achieve goals for management. Motivation can focus on how much an individual puts more effort into achieving their goals (Ahmad et al., 2014). Generally, researchers take a broad perspective to define work motivation, which includes the effort and participation of organization members in value, attitude, emotions, and social action, all of which affect work motivation. Therefore, work motivation's meaning also clearly reflects the multiple aspects of work motivation (Chen & Chiu, 2009; Rotenberry & Moberg, 2007).

People are motivated by external and internal factors as they are always the reasons why they behave, achieve, learn, and react (Thompson, 2019). There are two types of motivation or rewards, intrinsic, internal motivation (individual's motivational stimuli are coming from inside) and extrinsic motivation, which is external (individual's motivational stimuli are coming from outside). Intrinsic motivation is a feeling of achievement and satisfaction, while extrinsic motivation is based on punishment, rewards, and goal obtainment. Examples of intrinsic motivation are self-actualisation and a sense of accomplishment, while extrinsic motivation may include status and working conditions.
Self-concept and personality often determine whether or not a person will be extrinsically or intrinsically motivated. If leaders understand the distinction between extrinsic and intrinsic motivational factors, they are more likely to motivate themselves and others (Thompson, 2019).


**Job satisfaction**

Business Jargons (n.d.) defined job satisfaction as a sense of accomplishment or the feeling of contentment that an employee derives from their job. Employees’ job satisfaction depends on managers' leadership style (Mosadeghrad & Ferdosi, 2013). It is a result of appraisal that causes one to meet their basic needs or attain their job values. It represents the difference between employees' experience and expectations they derive from the job and their organisation. Employees are the most important resources of an academic institution. According to Bathena (2018), job satisfaction is an important part of the lifecycle and motivation of an employee to remain loyal and employed with an organisation. One of the main factors to ensure people are happy in their employment and their lives and gain meaning is to ensure life satisfaction (Çakmak, Karadağ, & Bayir, 2015). Happy employees go the extra mile to achieve goals, are more loyal to the organisation, its goals and objectives, and take pride in their jobs, achievements, and teams (Bathena, 2018).

Many theories link motivation with employee job satisfaction. The most relevant for describing job satisfaction is that of Herzberg. Herzberg’s motivation-hygiene theory was established to explain what motivates people and how this impacts job satisfaction. Hertzberg-two-factor theory splits motivation factors from demotivating factors (hygiene factors). Hertzberg-two-factor theory attempt to answer ‘how do you motivate employees?’ This theory looks at some factors that can cause job dissatisfaction (hygiene factors) and some that cause job satisfaction and motivation (motivating factors). Motivator factors lead to satisfaction and motivate employees to work harder (Mark, 2014). Examples of motivating factors include career progression, enjoying work, feeling recognised, achievement and responsibility. Hygiene factors can lead to a lack of motivation and dissatisfaction if absent (Mark, 2014). Examples of hygiene factors are
company policies, salary, benefits, relationships with co-workers and managers. Motivator and hygiene factors can be linked to intrinsic and intrinsic job satisfaction. Based on previous studies (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2018; Belle’, 2014; Krosggaard, Thomsen & Andersen, 2014; Li, Bhutto, Xuhui, Maitlo, Zafar & Bhutto, 2020; Park & Rainey, 2008; Risambessy, Swasto, Thoyib & Astuti, 2012; Vandenabeele, 2014; Wright et al., 2012), it is expected that transformational leadership will be related to employees’ level motivation. In addition, previous empirical findings also confirmed associations between transformational leadership (and its dimensions) and intrinsic, extrinsic motivation (Barbuto Jr, 2005; Conchie, 2013), and job satisfaction (Risambessy, Swasto, Thoyib & Astuti, 2012).

RESEARCH QUESTIONS

The primary question of this study was what is the link between transformational leadership, motivation and job satisfaction. The secondary research questions of this study were:

- How are transformational leadership, employee motivation, and job satisfaction is conceptualised according to the literature;
- What are the relationship between transformational leadership, motivation (work self-determination and non-work self-determination) and job satisfaction (intrinsic and extrinsic);
- What is the role of transformational leadership in motivation (work self-determination and non-work self-determination); and
- What is the role of transformational leadership and motivation (work self-determination and non-work self-determination) in job satisfaction (intrinsic and extrinsic).

RESEARCH OBJECTIVES

The primary objective of this study was to investigate the link between transformational leadership, motivation and job satisfaction. The secondary research objectives of this study were to determine:

- How transformational leadership, employee motivation, and job satisfaction is conceptualised according to the literature;
- The relationship between transformational leadership, motivation (work self-determination and non-work self-determination) and job satisfaction (intrinsic and extrinsic);
- The role of transformational leadership in motivation (work self-determination and non-work self-determination); and
- The role of transformational leadership and motivation (work self-determination and non-work self-determination) in job satisfaction (intrinsic and extrinsic).
RESEARCH METHODOLOGY

Research approach and design
The quantitative approach was selected based on the nature of the data. A cross-sectional design using questionnaires was selected as the most applicable method in obtaining data for this study. Permission was sought from management to do the study in the various South African companies, and it was granted. The confidential and anonymous nature of the study was explained to employees before distributing the questionnaire. In addition, the questionnaire did not require any identification, such as name or personnel numbers, from the respondents. An informed consent letter was sent to the respondents with the questionnaire to explain the purpose of the study and questionnaire. Two weeks were provided for completion, and reminder emails were sent before collecting the fully completed questionnaire.

Study population
The population for this study consisted of permanent academic and non-academic staff members (from Heads of Departments, professors, junior, senior lecturers, and administrative staff) at the Vaal University of Technology. The researcher requested permission from the Deputy Vice Chancellor and the Director of the Research Directorate to conduct the research at this academic institution for the purpose of the research study to address the targeted population sample from which the researcher gathered data.

Sample characteristics
A tabular presentation is used to describe the characteristics of several sub-groups of participants. These figures also include the percentage of the missing values. Participants’ ages ranged from 18 to 44 years and above. The total sample consisted of 69 males (48.3%) and 74 females (49.7%). Over 53.1% of the participants have postgraduate qualifications, and 40% have a degree or a diploma qualification. A presentation of the information on these sample characteristics is assimilated in Table 1.
### Table 1: Sample Characteristics

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Sub-groups</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Valid Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18 – 30</td>
<td>37</td>
<td>24.8</td>
<td>25.5</td>
<td>25.5</td>
</tr>
<tr>
<td></td>
<td>31 – 43</td>
<td>53</td>
<td>35.6</td>
<td>36.6</td>
<td>62.1</td>
</tr>
<tr>
<td></td>
<td>44+</td>
<td>55</td>
<td>36.9</td>
<td>37.9</td>
<td>100.0</td>
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<td></td>
<td>Missing</td>
<td>4</td>
<td>2.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>69</td>
<td>46.3</td>
<td>48.3</td>
<td>48.3</td>
</tr>
<tr>
<td></td>
<td>Female -</td>
<td>74</td>
<td>49.7</td>
<td>51.7</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td>Missing</td>
<td>6</td>
<td>4.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td>Black</td>
<td>113</td>
<td>75.8</td>
<td>79.0</td>
<td>79.0</td>
</tr>
<tr>
<td></td>
<td>White</td>
<td>17</td>
<td>11.4</td>
<td>11.9</td>
<td>90.9</td>
</tr>
<tr>
<td></td>
<td>Coloured</td>
<td>7</td>
<td>4.7</td>
<td>4.9</td>
<td>95.8</td>
</tr>
<tr>
<td></td>
<td>Indian</td>
<td>5</td>
<td>3.4</td>
<td>3.5</td>
<td>99.3</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>1</td>
<td>.7</td>
<td>.7</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td>Missing</td>
<td>6</td>
<td>4.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of Employment</td>
<td>Academic</td>
<td>69</td>
<td>46.3</td>
<td>48.9</td>
<td>48.9</td>
</tr>
<tr>
<td></td>
<td>Non Academic</td>
<td>71</td>
<td>47.7</td>
<td>50.4</td>
<td>99.3</td>
</tr>
<tr>
<td></td>
<td>Missing</td>
<td>8</td>
<td>5.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualifications</td>
<td>Below Matric</td>
<td>2</td>
<td>1.3</td>
<td>1.4</td>
<td>1.4</td>
</tr>
<tr>
<td></td>
<td>Matric</td>
<td>8</td>
<td>5.4</td>
<td>5.5</td>
<td>6.9</td>
</tr>
<tr>
<td></td>
<td>Diploma/ Degree</td>
<td>58</td>
<td>38.9</td>
<td>40.0</td>
<td>46.9</td>
</tr>
<tr>
<td></td>
<td>Postgraduate</td>
<td>77</td>
<td>51.7</td>
<td>53.1</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td>Missing</td>
<td>4</td>
<td>2.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Measuring instruments**

This study used the following standardized questionnaires as measuring instruments:

- *The Transformational Leadership Scale* (Podsakoff et al., 1990). This is a 28-item scale that measures seven transformational and charismatic leadership traits, uses a 7-point Likert-type scale ranging from 1 = very little to 7 = very much. The scale consists of seven subscales to assess different leadership characteristics, namely *Articulate a vision* (5 items), *Role-Modelling* (3 items), *Fostering acceptance of goals* (4 items), *High-performance expectations* (3 items), *Individual support* (4 items), *Intellectual stimulation* (4 items) and *Transactional leader behaviour* – not used in this study (5 items). Jackson and Lushozi (2014a) obtained Cronbach Alphas between .96 to .71 for the Transformational leadership sub-scales.
**Motivation:** The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) was developed by Tremblay, Blanchard, Taylor, Pelletier and Villeneuve (2009) to measure the level of work motivation. WEIMS has been used in many published studies (Boltoft, 2015; Jayaweera, 2015; Kim, 2013; Proenca & Cristina, 2013; Serrata, 2015; Shu, 2015). WEIMS is constructed based on SDT and consists of 18 items divided into six subscales, corresponding to the six types of motivations: intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, and amotivation. Items in each subscale are scored on a Likert-type scale, from “1” (does not correspond at all) to “7” (corresponds exactly). A recent study using the WEIMS found the following Cronbach Alpha scores: Intrinsic motivation ($\alpha = 0.94$), integrated regulation ($\alpha = 0.85$), identified regulation ($\alpha = 0.92$), introjected regulation ($\alpha = 0.84$), external regulation ($\alpha = 0.84$), and amotivation ($\alpha = 0.90$) (Chai, Teoh, Razaob & Kadar, 2017).

**Job satisfaction:** The Minnesota Satisfaction Questionnaire (MSQ): A short-form developed by Weiss, Dawis, England, and Lofquist (1967) was used in the present study. The MSQ is a 20-item scale that will be used to assess the participants’ intrinsic and extrinsic satisfaction with their jobs. Typical items used is the chance to do things for other people “or the chances for advancement on the job”. Using a single factor approach McCallaghan (2018) obtained consistency for the measure that ranged between 0.88 and 0.91 in a recent South African study comparing three ethnic groups.

Finally, a biographical questionnaire was included gender, age, race, and educational attainment and sector.

**Statistical analysis**

The statistical analysis was carried out using the IBM SPSS version 23. Descriptive statistics in the form of means, standard deviations, skewness and kurtosis were computed to explore the data. An exploratory factor analysis was conducted to determine the validity of the job characteristics questionnaire. Cronbach alpha coefficients were used to assess the internal consistency of the measuring instruments. Pearson product-moment correlations were used to assess the relationship between the variables. The statistical significance was set at a 95% confidence interval level ($p<0.05$). Effect sizes (Cohen, 1988) were used to determine the practical relevance of correlations $<0.30$ (small effect), $0.30<0.50$ (medium effect) and $>0.50$ (large effect) (Cohen, 1998). Cut-off points for the practical significance of the correlations coefficients were set to 0.30 (medium effect) (Cohen, 1988). A modified cut-off point of 0.25 was set to increase our probability for the practical significance of correlation coefficients for the work engagement variables of vigour, dedication and absorption. A regression analysis was also conducted to determine the proportion of variance in the dependent variables of intrinsic, extrinsic, dedication, vigour and absorption predicted by the independent variables, namely, organisational support, advancement, relationship with colleagues,
contact possibilities, workload and job insecurity. The effect sizes in the case of multiple regression are given by the formula \( f^2 = \frac{R^2}{1-R^2} \) (Steyn, 1999). The parameters for practical significance of \( f^2 \) (Steyn, 1999) were set at 0.01 (small effect), 0.09 (medium effect) and 0.35 (large effect).
RESULTS

The results of the study are presented in four sections discussed below. The results of the exploratory factor analysis were presented first, followed by descriptive statistics of the scales used in the study, the correlations between the constructs measured were also presented, and finally, a regression analysis was conducted.

**Exploratory factor analyses**

The results obtained from separate exploratory factor analyses (EFA) and inspections of the scree plots and eigenvalues of the factors indicated that all scales used to assess key situational work-related variables and employee attitudes were one-dimensional. The choice for one factor was based on problems in interpreting multi-factorial solutions and on the strong decrease of the eigenvalue after the first factor. The uni-factorial solutions extracted explained 62.67% of the variance (Eigenvalue = 3.13) in *vision articulation*, 77.59% of the variance (Eigenvalue = 2.33) in *role modelling*, 76.37% of the variance (Eigenvalue = 3.06) in *goal acceptance*, 64.15% of the variance (Eigenvalue = 1.93) in *high performance expectation* and 54.85% of the variance (Eigenvalue = 2.19) in *individual support*, 64.50% of the variance (Eigenvalue = 2.58) in *intellectual stimulation*, 42.35% of the variance (Eigenvalue = 3.39) in *Motivation Work Self-determination (WSDM)*, 29.10% of the variance in (Eigenvalue = 2.62) in *Motivation Non Work Self-determination (NWSDM)*, 42.06% of the variance (Eigenvalue = 5.05) in *Extrinsic job satisfaction* and 43.45% of the variance (Eigenvalue = 3.48) in *Intrinsic job satisfaction*.

**Descriptive statistics and correlational analysis**

This section focuses on descriptive statistics of the variables covered in the study. The descriptive statistics of the variables in the study are presented in Table 2 below. Internal consistency calculated for the research data using Cronbach's alpha, skewness and kurtosis are presented in Table 2. Correlations coefficients between the constructs are presented in Table 3.
Table 2: Descriptive statistics and correlational analyses

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Cronbach Alpha</th>
<th>Mean</th>
<th>SD</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vision Articulation</td>
<td>0.84</td>
<td>5.33</td>
<td>1.03</td>
<td>-0.50</td>
<td>-0.14</td>
</tr>
<tr>
<td>2. Role- Modelling</td>
<td>0.85</td>
<td>5.86</td>
<td>1.02</td>
<td>-0.91</td>
<td>0.34</td>
</tr>
<tr>
<td>3. Goal Acceptance</td>
<td>0.90</td>
<td>5.73</td>
<td>1.04</td>
<td>-1.06</td>
<td>0.99</td>
</tr>
<tr>
<td>4. Performance Expectation</td>
<td>0.72</td>
<td>5.54</td>
<td>0.99</td>
<td>-0.82</td>
<td>0.95</td>
</tr>
<tr>
<td>5. Individualized Consideration</td>
<td>0.67</td>
<td>5.47</td>
<td>0.90</td>
<td>-0.93</td>
<td>1.97</td>
</tr>
<tr>
<td>6. Intellectual Stimulation</td>
<td>0.81</td>
<td>5.59</td>
<td>0.84</td>
<td>-0.54</td>
<td>-0.15</td>
</tr>
<tr>
<td>7. Work Self-determination</td>
<td>0.81</td>
<td>5.21</td>
<td>0.81</td>
<td>-0.62</td>
<td>1.09</td>
</tr>
<tr>
<td>8. Non Work Self-determination</td>
<td>0.65</td>
<td>4.68</td>
<td>0.75</td>
<td>-0.57</td>
<td>0.94</td>
</tr>
<tr>
<td>9. Extrinsic Job Satisfaction</td>
<td>0.87</td>
<td>3.51</td>
<td>0.65</td>
<td>-0.79</td>
<td>0.58</td>
</tr>
<tr>
<td>10. Intrinsic Job Satisfaction</td>
<td>0.80</td>
<td>3.87</td>
<td>0.60</td>
<td>-1.16</td>
<td>2.79</td>
</tr>
</tbody>
</table>

An observation of Table 2 indicates that the Cronbach alpha of all scales falls within the acceptable range of 0.70 and above (Nunnally & Bernstein, 1994), required for data to be useable in research of a similar nature, except for individualised consideration at 0.67 and WNSDM at 0.65. Table 2 also indicate that the data for all scales used were normally distributed given the guidelines of 2.00 for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009).

Table 3: The correlation coefficients between the constructs investigated in this study

<table>
<thead>
<tr>
<th>Constructs</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vision Articulation</td>
<td>-</td>
<td>.64**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Role- Modelling</td>
<td>.68**</td>
<td>-</td>
<td>.71**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Goal Acceptance</td>
<td>.48**</td>
<td>.61**</td>
<td>.66**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Performance Expectation</td>
<td>.39**</td>
<td>.51**</td>
<td>.51**</td>
<td>.59**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Individualized Consideration</td>
<td>.52**</td>
<td>.61**</td>
<td>.65**</td>
<td>.57**</td>
<td>.59**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Intellectual Stimulation</td>
<td>.40**</td>
<td>.46**</td>
<td>.45**</td>
<td>.24**</td>
<td>.31**</td>
<td>.35**</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Work Self-determination</td>
<td>.22**</td>
<td>.30**</td>
<td>.29**</td>
<td>.36**</td>
<td>.18**</td>
<td>.31**</td>
<td>.45**</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>8. Non Work Self-determination</td>
<td>.48**</td>
<td>.30**</td>
<td>.46**</td>
<td>.24**</td>
<td>.23**</td>
<td>.30**</td>
<td>.46**</td>
<td>.35**</td>
<td>-</td>
</tr>
<tr>
<td>9. Extrinsic Job Satisfaction</td>
<td>.53**</td>
<td>.47**</td>
<td>.60**</td>
<td>.45**</td>
<td>.36**</td>
<td>.40**</td>
<td>.45**</td>
<td>.27**</td>
<td>.63**</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed). / Correlation is significant at the 0.05 level (2-tailed).

Table 3 also indicates that all transformational leadership characteristics were statistical significantly related to one another (medium to large effects) on the one hand and with WSDM, NWSDM and Extrinsic job motivation (small to medium effects) and Intrinsic job motivation (small effects to large effect) on the
other hand. In addition, vision articulation was also statistical significantly related to WSDM (medium effect), NWSDM (small effect), extrinsic job satisfaction (medium effect) and intrinsic job satisfaction (large effect). Role modelling was also statistical significantly related to WSDM (medium effect), NWSDM (medium effect), extrinsic job satisfaction (medium effect) and intrinsic job satisfaction (large effect). Goal acceptance was also statistical significantly related to WSDM (medium effect), NWSDM (small effect), extrinsic job satisfaction (medium effect) and intrinsic job satisfaction (large effect). Performance expectation was also statistical significantly related to WSDM (small effect), NWSDM (medium effect), extrinsic job satisfaction (small effect) and intrinsic job satisfaction (medium effect). Individual consideration was also statistical significantly related to WSDM (medium effect), NWSDM (small effect), extrinsic job satisfaction (small effect) and intrinsic job satisfaction (medium effect). Intellectual stimulation was also statistical significantly related to WSDM (medium effect), NWSDM (medium effect), extrinsic job satisfaction (medium effect), and intrinsic job satisfaction (medium effect). WSDM was also statistical significantly related to WSDM by (medium effect), extrinsic job satisfaction (medium effect), and intrinsic job satisfaction (medium effect). NWSDM was also statistical significantly related to extrinsic job satisfaction (medium effect), and intrinsic job satisfaction (medium effect). Extrinsic job satisfaction was also statistical significantly related to intrinsic job satisfaction (large effect),

Regression analysis
Our next focus is on regression analysis. We were also interested in the impact of transformational leadership characteristics as predictors of WSDM, NWSDM and extrinsic and intrinsic job satisfaction. Regression analysis with transformational leadership characteristics as predictors of WSDM, NWSDM and extrinsic and intrinsic job satisfaction are presented in Table 4 below.
Table 4: Regression analysis with transformational leadership characteristics as predictors of WSDM, WNSDM and extrinsic and intrinsic job satisfaction

<table>
<thead>
<tr>
<th>Predictors</th>
<th>WSDM</th>
<th>NWSDM</th>
<th>Extrinsic Job Satisfaction</th>
<th>Intrinsic Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Step 1</td>
<td>Step 1</td>
<td>Step 1</td>
<td>Step 2</td>
</tr>
<tr>
<td></td>
<td>Stand β</td>
<td>Stand β</td>
<td>Stand β</td>
<td>Stand β</td>
</tr>
<tr>
<td>1. Vision Articulation</td>
<td>.11</td>
<td>-.01</td>
<td>.36**</td>
<td>.34**</td>
</tr>
<tr>
<td>2. Role-modelling</td>
<td>.27*</td>
<td>.10</td>
<td>-.15</td>
<td>-.23</td>
</tr>
<tr>
<td>3. Goal acceptance</td>
<td>.26*</td>
<td>-.01</td>
<td>.40**</td>
<td>.34**</td>
</tr>
<tr>
<td>4. Performance expectations</td>
<td>-.22*</td>
<td>.30**</td>
<td>-.11</td>
<td>-.12</td>
</tr>
<tr>
<td>5. Individualized support</td>
<td>.12</td>
<td>-.14</td>
<td>.04</td>
<td>.04</td>
</tr>
<tr>
<td>6. Intellectual stimulation</td>
<td>.02</td>
<td>.17</td>
<td>-.03</td>
<td>-.06</td>
</tr>
<tr>
<td>7. Work Self-determination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Non Work Self-determination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[
\begin{align*}
R & = .52 & .40 & .54 & .62 & .63 & .66 \\
R^2 & = .27 & .16 & .29 & .39 & .39 & .43 \\
F^2 & = 1.03 & .67 & 1.17 & 1.63 & 1.70 & 1.94 \\
\text{Effect size} & \text{large} & \text{large} & \text{large} & \text{large} & \text{large} & \text{large} \\
\end{align*}
\]

Note: \( R^2 \) parameters set for practical significance: .01 \( \geq \) small effect / .10 \( \geq \) medium effect / .35 \( \geq \) large effect / **. Correlation is significant at the 0.00 level / *. Correlation is significant at the 0.05 level.

Inspection of Table 4 revealed that transformational leadership characteristics account for 27% (medium practical significance) of the variance in WSDM with role modelling \((\beta=.27 / t=2.35)\), goal acceptance \((\beta=.26 / t=2.0)\) and performance expectations \((\beta=-.22 / t=-2.07)\) proving to be the only statistical significant predictors of WSDN.

Transformational leadership characteristics account for 16% (medium practical significance) of the variance in WNSDM, with performance expectation \((\beta=.30 / t=2.63)\) proving to be a statistical significant predictor of NWSDM.

Characteristics of transformational leadership also explained 29% (medium practical significance) of the variance in extrinsic job satisfaction with vision articulation \((\beta=.36 / t=3.48)\) and goal acceptance \((\beta=.40 / t=3.12)\) proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased by 10% to 39% (large practical significance) with vision articulation \((\beta=.36 / t=3.48)\), goal acceptance \((\beta=.40 / t=3.12)\) WSDM \((\beta=.22 / t=2.59)\) and NWSDM prove to be the only statistical significant predictor of subjective extrinsic job satisfaction.
Characteristics of transformational leadership also explained 39% (large practical significance) of the variance in intrinsic job satisfaction with vision articulation ($\beta=.24 / t=2.49$) and goal acceptance ($\beta=.39 / t=3.32$), proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased by 4% to 43% (large practical significance) with WSDM ($\beta=.22 / t=2.59$) proving to be the only statistical significant predictor of intrinsic job satisfaction.
DISCUSSION

This study examined the relationship between transformational leadership, employee motivation, and staff members' job satisfaction at the University of Technology. Measures of six transformational leader behaviours (Vision Articulation, Role Modelling, Acceptance of Group Goals, Performance Expectations, Individualized Consideration, and Intellectual Stimulation), employee motivation (work self-determined and nonself-determined motivation) and satisfaction were obtained from 149 employees of the institution. The findings suggest that transformational leadership characteristics were statistical significantly related to one another on the one hand and with WSDM, NWSDM and extrinsic and intrinsic job satisfaction on the other hand. More specifically, vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, and intellectual stimulation was related to WSDM, NWSDM, extrinsic and intrinsic job satisfaction. In addition, transformational leadership characteristics account for 27% of the variance in WSDM, with role modelling, goal acceptance and performance expectations proving to be the only statistical significant predictors of WSDN. Transformational leadership characteristics account for 16% of the variance in WNSDM, with performance expectations proving to be statistical significant predictors of NWSDM. This means that role modelling, goal acceptance and performance expectations is important for WSDM while only performance expectations are important for WSDM.

Characteristics of transformational leadership also explained 29% of the variance in extrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased to 39% with vision articulation goal acceptance proving WSDM and NWSDM proving to be the only statistical significant predictor of extrinsic job satisfaction. Characteristics of transformational leadership also explained 39% of the variance in intrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased to 43%, with vision articulation, goal acceptance and WSDM proving to be the only statistical significant predictor of intrinsic job satisfaction. This means that vision articulation goal acceptance WSDM is important for extrinsic motivation, whereas vision articulation goal acceptance and WSDM are salient in intrinsic job satisfaction.

As expected, and in line with previous studies (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2018; Belle’, 2014; Krosgaard, Thomsen & Andersen, 2014; Li, Bhutto, Xuhui, Maitlo, Zafar & Bhutto, 2020; Park & Rainey, 2008; Risambessy, Swasto, Thoyib & Astuti, 2012; Vandenabeele, 2014; Wright et al., 2012), the findings suggest that transformational leadership is related to employees’ level motivation. These findings
are in line with previous empirical findings that confirmed associations between *transformational leadership (and its dimensions) and intrinsic, extrinsic motivation* (Barbuto Jr, 2005; Conchie, 2013), and job satisfaction (Risambessy, Swasto, Thoyib & Astuti, 2012). The findings also concur with previous empirical results that confirmed the link between *transformational leadership and job satisfaction* (Jabbar, Hussin & Nazli, 2020; Jabbar, Mahmood & Qambar, 2020; James, 2004; Lok & Crawford, 2004; Nguni et al., 2016; Raziq & Maulabakhsh, 2014; Risambessy, Swasto, Thoyib & Astuti, 2012; Trimmreck, 2001).

Bass (1985) noted that transformational leadership intrinsically foster job satisfaction, given its ability to impart a sense of mission and intellectual stimulation. Transformational leaders tend to encourage and motivate their followers to take on more responsibility and autonomy, thereby enhancing employees’ sense of accomplishment and satisfaction with their job. Both transactional and transformational leadership have been widely linked to positive individual and organizational consequences (Bass & Riggio, 2006).

WSDM was also related to NWSDM, extrinsic and intrinsic job satisfaction, and extrinsic job satisfaction was related to intrinsic job satisfaction. This findings is in line with previous empirical findings linking *employee motivation to job satisfaction* (Roos & Van Eeden, 2008; Chukwura, 2016; Jehanzeb, Rasheed & Rasheed, 2012; Risambessy, Swasto, Thoyib & Astuti, 2012).

**MANAGERIAL IMPLICATIONS**

The findings of the study suggest that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, and intellectual stimulation was related to WSDM, NWSDM, extrinsic and intrinsic job satisfaction, WSDM was related to NWSDM, extrinsic and intrinsic job satisfaction, NWSDM was related to extrinsic and intrinsic job satisfaction. The implication of this finding is that managers who demonstrate transformational behavioural dimensions will enhance work and non-work self-determination motivation and job satisfaction. The findings also suggest that role modelling, goal acceptance, and performance expectations are important for WSDM, while only performance expectations are important for NWSDM. This suggests that managers who serve as role models, facilitate goal acceptance by employees and who set high performing expectations are more likely to assist with promoting WSDM and NWSDM amongst employees. The findings also suggest that *vision articulation, goal acceptance, and WSDM* proved to be predictors of extrinsic and intrinsic job satisfaction. This means that interventions aimed at increasing the ability of managers to enhance *vision articulation, goal acceptance and WSDM* will positively impact extrinsic and intrinsic job satisfaction of employees.
LIMITATIONS AND RECOMMENDATIONS FOR FUTURE STUDIES

This study is not without limitations. The research study was performed on a small convenience sample in an academic institution in South Africa. This limits the generalizability of our findings. Cross sectional designs have implications for cause and effect assumptions and method bias. The survey questionnaire was only administered in English and not all respondents’ first language is English which could have resulted in a risk of misinterpretation and misunderstanding. The study is dependent on the truthfulness of respondents’ answers. Future studies should consider longitudinal designs using large samples in various organisations to increase generalization and to assist with cause-effect analysis.

CONCLUSION

This study aimed at determining the role of transformational leadership behavioural dimensions in work and non-work self-determination motivation and job satisfaction, the results suggest that leaders/managers who role-model a value system for their followers and engage in self-sacrifice behaviour, articulate a transcendent goal (vision) that will become a cause for the organisation, communicate high-performance expectations, help set goals for followers, provide a supportive climate in which they listen to the individual needs and concerns of followers, treat followers individually and differently based on their talents and knowledge to enable them to reach achievements beyond expectation and empower followers by persuading them to propose new and controversial ideas without fear of punishment or ridicule, are more likely to impact positively of employee motivation and satisfaction.
CHAPTER 3: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This chapter presents conclusions drawn from the study according to the general and specific objectives. Limitations of the current study are identified and discussed. Recommendations are made for organisations, as well as for future research in this field.

CONCLUSION

This section presents and elaborates on the general objective and specific objectives and the conclusion reached.

*The general objective of the study: Investigating the relationship between transformational leadership, employee motivation and job satisfaction in an academic institution.* The study's general objective was to determine the relationship between transformational leadership, employee motivation, and job satisfaction in an academic institution. In addition, this study also seek to determine the transformational leadership in employee motivation and intrinsic and extrinsic job satisfaction.

*Specific objective 1: To determine how transformational leadership, employee motivation, and job satisfaction is conceptualised according to the literature.* Hughes, Ginnett & Curphy (2009: 632) describes that transformational leaders find problems in the current system and have a vision on how followers should perform and what the organisation could be. Furthermore, these researchers indicate that this new vision of a transformational leader is linked to the values of leaders and their followers. According to Cherry (2017), “transformational leaders can inspire followers to change perceptions, motivations and expectations to work towards common goals”. Transformational leaders go beyond managing day-to-day operations and work on strategies that will take the leader’s company or team to the next level of performance and success. This study conceptualises and operationalises transformational leadership in line with Podsakoff, Mackenzie, Moorman & Fetter (1990). These authors described this style as multidimensional that consist of six key features, including identifying and articulating a vision, providing an appropriate model or role modelling, facilitating the acceptance of group goals, setting high-performance expectations, providing individualized support and intellectual stimulating team members.
According to Manik & Sidharta (2017) motivation is a process that describes the direction, intensity, and perseverance of individual efforts in achieving goals. Motivation directs and improves behaviour to achieve goals. Individuals motivation is affected by external stimulation and influenced by the intrinsic power within them (Manik & Sidharta, 2017). Motivation is defined as the process that guides, initiates, and maintains goal-oriented behaviours (Cherry, 2018). Motivation is what causes people to act and attain goals. People have some objectives that have to be fulfilled and it is for this reason, management should allocate motive to every team or individual to achieve goals for management. People are motivated by external and internal factors as they are always the reasons why they behave, achieve, learn, and react (Thompson, 2019).

There are two types of motivation or rewards, intrinsic, internal motivation (individual's motivational stimuli are coming from inside) and extrinsic motivation, which is external (individual's motivational stimuli are coming from outside). Intrinsic motivation is a feeling of achievement and satisfaction, while extrinsic motivation is based on punishment, rewards, and goal obtainment. Examples of intrinsic motivation are self-actualisation and a sense of accomplishment, while extrinsic motivation may include status and working conditions. Self-concept and personality often determine whether or not a person will be extrinsically or intrinsically motivated. If leaders understand the distinction between extrinsic and intrinsic motivational factors, they are more likely to motivate themselves and others (Thompson, 2019).

Business Jargons (n.d.) defined job satisfaction as a sense of accomplishment or the feeling of contentment that an employee derives from their job. Employees' job satisfaction depends on managers' leadership style (Mosadeghrad & Ferdosi, 2013). It is a result of appraisal that causes one to meet their basic needs or attain their job values. It represents the difference between employees' experience and expectations they derive from the job and the organisation they work in. Employees are the most important resources of an academic institution. According to Bathena (2018), job satisfaction is an important part of the lifecycle and motivation of an employee to remain loyal and employed with an organisation. One of the main factors to ensure people are happy in their employment and their lives and gain meaning is to ensure life satisfaction (Çakmak, Karadağ, & Bayır, 2015). Happy employees go the extra mile to achieve goals, are more loyal to the organisation, its goals and objectives, and take pride in their jobs, achievements, and teams (Bathena, 2018).
Specific objective 2: To determine the relationship between transformational leadership, employee motivation and job satisfaction in an academic institution. Previous research (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2018; Belle, 2014; Krogsgaard, Thomsen & Andersen, 2014; Li, Bhutto, Xuhui, Maitlo, Zafar & Bhutto, 2020; Park & Rainey, 2008; Risambessy, Swasto, Thoyib & Astuti, 2012; Vandenabeele, 2014; Wright et al., 2012) suggest that transformational leadership is associated with employees’ level motivation. The findings suggest that transformational leadership characteristics were statistically significantly related to one another on the one hand and with WSDM, NWSDM and extrinsic and intrinsic job satisfaction on the other hand. More specifically, vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, and intellectual stimulation was related to WSDM, NWSDM, extrinsic and intrinsic job satisfaction.

These findings are in line with previous empirical findings that confirmed associations between transformational leadership (and its dimensions) and intrinsic, extrinsic motivation (Barbuto Jr, 2005; Conchie, 2013), and job satisfaction (Risambessy, Swasto, Thoyib & Astuti, 2012). The findings also concur with previous empirical results that confirmed the link between transformational leadership and job satisfaction (Jabbar, Hussin & Nazli, 2020; Jabbar, Mahmood & Qambar, 2020; James, 2004; Lok & Crawford, 2004; Nguni et al., 2016; Raziq & Maulabakhsh, 2014; Risambessy, Swasto, Thoyib & Astuti, 2012; Trimmreck, 2001). Bass (1985) noted that transformational leadership intrinsically foster job satisfaction, given its ability to impart a sense of mission and intellectual stimulation. Transformational leaders tend to encourage and motivate their followers to take on more responsibility and autonomy, thereby enhancing employees’ sense of accomplishment and satisfaction with their job. Both transactional and transformational leadership have been widely linked to positive individual and organizational consequences (Bass & Riggio, 2006). WSDM was also related to NWSDM, extrinsic and intrinsic job satisfaction, and extrinsic job satisfaction was related to intrinsic job satisfaction. These findings are in line with previous empirical findings linking employee motivation to job satisfaction (Roos & Van Eeden, 2008; Chukwura, 2016; Jehanzeb, Rasheed & Rasheed, 2012; Risambessy, Swasto, Thoyib & Astuti, 2012).

Specific objective 3: To determine the role of transformational leadership in employee motivation in an academic institution. Previous studies (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2018; Belle, 2014; Krogsgaard, Thomsen & Andersen, 2014; Li, Bhutto, Xuhui, Maitlo, Zafar & Bhutto, 2020; Park & Rainey, 2008; Risambessy, Swasto, Thoyib & Astuti, 2012; Vandenabeele, 2014; Wright et al., 2012) suggest that transformational leadership plays a significant role in employees’ level motivation. The results suggest that transformational leadership characteristics account for 27% of the variance in WSDM, with role modelling, goal acceptance and performance expectations proving to be the only statistical significant predictors of WSDN. Transformational leadership characteristics account for 16% of the variance in WNSDM, with performance expectation proving to be statistical significant predictor of NWSDM. This means that role
modelling, goal acceptance and performance expectations is important for WSDM while only performance expectations are important for WSDM. Characteristics of transformational leadership also explained 29% of the variance in extrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased to 39%, with vision articulation goal acceptance proving WSDM and NWSDM proving to be the only statistical significant predictor of extrinsic job satisfaction.

**Specific objective 4: To determine the role of transformational leadership and employee motivation in job satisfaction in an academic institution.** Previous empirical findings also confirmed associations between transformational leadership (and its dimensions) and intrinsic, extrinsic motivation (Barbuto, 2005; Conchie, 2013), and job satisfaction (Risambessy, Swasto, Thoyib & Astuti, 2012). The results suggest that transformational leadership characteristics also explained 39% of the variance in intrinsic job satisfaction with vision articulation and goal acceptance proving to be statistical significant predictors of the dependent variable. However, with the inclusion of WSDM and NWSDM in the second model, the variance explained in extrinsic job satisfaction increased to 43%, with vision articulation, goal acceptance and WSDM proving to be the only statistical significant predictor of intrinsic job satisfaction. This means that vision articulation goal acceptance WSDM is important for extrinsic motivation, whereas vision articulation goal acceptance and WSDM are salient in intrinsic job satisfaction.

**LIMITATION OF THE STUDY**

Due to the nature and scope of the research study certain limitations emerged and it is important to expand on these. This study limitation was that the research was conducted in a single institution, although the demographics of the participants represent the South Africans. Only a minimum response of 149 questionnaires were completed out of a sample of more that 4000 employees, despite allocation of extra time to complete the questionnaire. The non-response was associated with a survey instrument where employees were asked to rate their own leadership approach and their own levels of engagement. The other limitation is linked to the sampling technique used in this study, and also that, cross sectional designs have implications for cause and effect assumptions and method bias. The survey questionnaire was only administered in English and not all respondents’ first language is English which could have resulted in a risk of misinterpretation and misunderstanding. Lastly, the study is dependent on the truthfulness of respondents’ answers.
RECOMMENDATIONS

Next, recommendations are provided for the academic institution and future studies.

Recommendations for the academic institution
The findings of the study suggest that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, and intellectual stimulation was related to WSDM, NWSDM, extrinsic and intrinsic job satisfaction, WSDM was related to NWSDM, extrinsic and intrinsic job satisfaction, NWSDM was related to extrinsic and intrinsic job satisfaction. The implication of this finding is that managers who demonstrate transformational behavioural dimensions will enhance work and non-work self-determination motivation and job satisfaction. The findings also suggest that role modelling, goal acceptance, and performance expectations are important for WSDM, while only performance expectations are important for NWSDM. This suggests that managers who serve as role models, facilitate goal acceptance by employees, and set high performing expectations are more likely to promote WSDM and NWSDM amongst employees. The findings also suggest that vision articulation, goal acceptance, and WSDM proved to be predictors of extrinsic and intrinsic job satisfaction. This means that interventions aimed at increasing the ability of managers to enhance vision articulation, goal acceptance and WSDM will positively impact extrinsic and intrinsic job satisfaction of employees.

Recommendations for future studies
Based on the study results and the subsequent limitations that were highlighted, the following recommendations are made for future research.

- The data was obtained from a small convenience sample in an academic institution in South Africa. Future studies on the topic should consider larger samples obtained from various academic institutions in South Africa to increase the generalizability of the findings.
- Secondly and thirdly, cross sectional designs have implications for cause and effect assumptions. Without longitudinal data, it is not possible to establish a true cause and effect relationship (Solem, 2015).
- Thirdly, cross-sectional designs have implications for method bias. The primary limitation of the cross-sectional study design is that because all variables are simultaneously assessed, there is generally no evidence of a temporal relationship between exposure and outcome (Carlson & Morrison, 2009).
- Fourthly, the survey questionnaire was administered only in English, and not all respondents’ first language is English which could have resulted in a risk of misinterpretation and misunderstanding. It is therefore suggested that future studies should consider translations of the questionnaires.
• Fifthly, a qualitative approach only considers the views of the literate. Therefore, it is suggested that the should be duplicated using a qualitative approach to tap into the experiences of those who could not read and write. In-depth interviews regarding the experiences of transformational leadership, employee motivation and job satisfaction are recommended to share light on the experiences of those that cannot read and write.

• Lastly, the study is dependent on the truthfulness of respondents’ answers, thus a single source. Future studies should consider a multi-source because one misses out on the opportunity to examine several interesting hypotheses with a single-source/single-method design. One could, for instance, test if the transformational leadership – employee motivation hypothesis and if the transformational leadership – job satisfaction hypothesis hold for an employee at different levels of the hierarchy.
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15 November 2019

Prof L Jackson
Per e-mail
Dear Prof Jackson,

EMS-REC FEEDBACK: 15112019
Student: Kgekoane, DS (28273206)(NWU-01414-19-S4)
Applicant: Prof L Jackson – MBA

Your ethics application on, *The role of transformational leadership in employee motivation and job satisfaction at an academic institution*, that served on the EMS-REC Ad Hoc Business School meeting of 15 November 2019, refers.

Outcome:

Approved as a minimal risk study. A number NWU-01414-19-A4 is given for three years of ethics clearance. The demographic information requested is not directly linked to the purpose of the study and it is recommended that it can be deleted.

Kind regards,

Prof Bennie Linde
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)
Potchefstroom Campus
RESEARCHER: Ms Ds Kgokoane

CO-SUPERVISOR: Prof. L. Jackson

PROJECT TITLE: The role of transformational leadership in employee motivation and job satisfaction at an academic institution

**Decision:** Approved

Dear Ms Ds Kgokoane

Thank you for submitting the above project for ethical consideration. It is approved. This clearance is valid for three years from the date of this letter.

Please also note the following:

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<tr>
<th>The Ethics Reference number, as stated above, should be used in all correspondence regarding this research project.</th>
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<td>As the primary researcher you undertake to:</td>
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<tr>
<td>➢ Only follow the procedures for which approval has been given.</td>
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<tr>
<td>➢ Inform the Faculty Research Ethics Committee (FREC) of any significant deviations that may occur in the research project which directly influences what has been approved.</td>
</tr>
<tr>
<td>➢ Report any adverse events that might occur, within 14 days of the event, to the FREC. (Refer to the Ethical Guidelines as to what procedure you will need to follow in such an event).</td>
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<tr>
<td>➢ Submit annual progress reports to the FREC.</td>
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<tr>
<td>➢ Inform the FREC once the research project has reached completion and the findings have entered the public domain.</td>
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The FREC would like to take this opportunity to wish you well with your research project.

Kind Regards

Dr FE Mahomed
Faculty Research Ethics Committee Chair
Faculty of Management Sciences
Telephone: 016 950 6686
To whom it may concern

Re: Confirmation of language edit, typography and technical precision

The MBA dissertation “Investigating the role of transformational leadership in employee motivation and job satisfaction at an academic institution” by S Kgoakoane (28273206) was edited for language and technical precision. The referencing and sources were checked to comply with the APA 7 guidelines specified by the 2020 NWU Reference guide.

Final, last-minute corrections remain the responsibility of the author.

Antoinette Bisschoff
BA Languages (UPE – now NMU); MBA (PU for CHE – now NWU); Translation and Linguistic Studies (NWU)

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)