Impact of Transformational Leadership on Work Motivation: Mediating Role of Procedural Justice

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Abstract: Transformational leadership, work motivation, and procedural justice are getting increased attention because of their impact on business in terms of high productivity, job satisfaction, organizational commitment, higher performance, and many other related outcomes. In this study, we examined the direct and indirect impact of transformational leadership on work motivation. Procedural justice was used as a mediator to examine the indirect impact of transformational leadership on work motivation. A sample of 239 was taken from the whole population by using the convenience sampling technique. Data was collected from the respondents through standard questions. Regression analysis was used to find the hypothesized relationship. Results indicate that transformational leadership has a positive influence on work motivation and procedural justice partially mediates the relationship between transformational leadership and work motivation. Limitations of the study and future directions were also given. The study recommends that a transformational leadership style should be adopted by the management to enhance work motivation. This study will open a new avenue for scholars as well as practitioners.

Keywords: Transformational leadership, Work motivation, Organizational justice, Organizational performance, Job outcomes
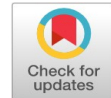
INTRODUCTION

One of the key ideas for analyzing interpersonal, group, and organizational performance is transformational leadership (Bass, 1985). Changing one's thoughts and vision serves as the motivational underpinning for transformational leadership (Lord and brown, 2004; Shamir, House, and Arthur, 1993; Gul, Ali, & Saeed, 2021). It is crucial to inspire employees through a special member of a social group whose obligations are in line with those of the group (Tajfel and Turner, 1986; Khan et al., 2021). Employees will have stronger self-efficacy and self-worth thanks to transformational leadership, which will increase their motivation and performance (Shamir, House, and Arthur, 1993). Encouragement and the growth of the group's collective self-efficacy are two benefits of transformational leadership (Guzzo et al., Zakero et al. 1995; Khassawneh & Elrehail, 2022). Employees are inspired by transformational leaders to attain company objectives (Bass and Avolio, 1995; Zada et al., 2022).

How does transformative leadership increase the desire to work? This study will investigate the response to this query. This study aims to investigate the connection between job motivation and transformative leadership (Zada et al., 2022; Khassawneh et al., 2022). Examining the direct and indirect effects of transformative leadership on employee motivation is the study's main goal. The secondary aim of the study is to investigate the mediating effect of procedural justice concerning transformational leadership and work motivation (Khan et al., 2022; Maqbool et al., 2023). The overall purpose of the study is to integrate the literature on transformational leadership, work motivation, and procedural justice.

The study on the impact of transformational leadership on work motivation with a mediating role of procedural justice has been extensively researched in the field of organizational behavior (Andriani et al., 2018). However,

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despite the abundance of research in this area, there is still a significant research gap that needs to be addressed (Husain & Sumartik, 2023).

Firstly, there is a need to investigate the moderating role of individual differences, such as personality traits, in the relationship between transformational leadership and work motivation (Juyumaya & Torres, 2023). While previous studies have examined the direct effect of transformational leadership on work motivation, the impact of individual differences on this relationship remains unclear. Future studies could explore whether certain personality traits, such as openness to experience, conscientiousness, or agreeableness, can enhance or diminish the impact of transformational leadership on work motivation (Alamsah & Prapanca, 2023).

Secondly, there is a need to examine the impact of cultural differences on the relationship between transformational leadership, procedural justice, and work motivation (Charli et al., 2023). Previous studies have mainly focused on Western cultures, and little research has been conducted in other cultural contexts. It is necessary to investigate how transformational leadership and procedural justice affect work motivation in different cultural contexts, such as Asian or African cultures, where collectivism and high power distance are prevalent (Hilton et al., 2023).

Finally, there is a need to explore the impact of the duration of transformational leadership on work motivation. Most studies have focused on the short-term effects of transformational leadership on work motivation, but little is known about the long-term effects. Future research could investigate whether the positive impact of transformational leadership on work motivation remains stable over time or fades away with prolonged exposure.

In conclusion, while the impact of transformational leadership on work motivation with a mediating role of procedural justice has been extensively researched, there is still a significant research gap that needs to be addressed. Future research could explore the moderating role of individual differences, the impact of cultural differences, and the duration of transformational leadership on work motivation.

This study will help the organization and its management in knowing and understanding how transformational leadership can enhance employee motivation and play an important role in the effectiveness of the organization.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Transformational Leadership

Transformational leadership is defined as a leader who affects a person's behavior by providing them with direction and caring about their social needs and emotions (Bass 1985; House 1977; Mohammad et al., 2021). Individual consideration, inspiring motivation, intellectual motivation, and charismatic role modelling are the four components that make up transformational leadership (Bass and Avolio, 1995; Majeed et al., 2023). Transformational leaders inspire a shared objective, demonstrate courtesy, and demonstrate loyalty through charismatic examples. By giving each person their attention, a leader may get to know them better, meet their needs, and help them advance their careers. It indicates that the leader tends to the followers' emotional needs (Bass, 1990; Khan et al., 2023). Through inspiring motivation, a leader offers an intriguing picture of the future and expresses faith in the capability of their followers to realize it. Leaders inspire innovation in their people by challenging their minds (Zada et al., 2023).

A transformational leader causes people to realize that learning is essential to developing their competencies and inspires their followers to see things from fresh perspectives (Bushra et al., 2022). Haldane et al., (2011) and Barbuto (1997) assert that transformational leadership fosters the development of a romantic vision and makes the individual aware of the value of a shared mission and goals.

Employee Motivation

Employees are driven to do their tasks when they believe that their actions will result in some concrete benefits, such as pay, bonuses, promotions, etc. This type of motivation is known as external or extrinsic motivation (Kelman, 1958; Ullah et al., 2022). According to some studies (McClelland, 1961; Murray, 1964), this kind of motivation is necessary for alignment, while others claim that effectiveness, affection, and connection are more important (Maslow, 1954; Khan et al., 2022). Intrinsic motivation occurs when employees accomplish the activity with desire and enjoyment (Gange, Seneccal, and Koestner, 1997; Rayan and Deci, 2000). Self-determination theory holds that one of the key elements in the development of intrinsic motivation is the satisfaction of psychological demands for affiliation, authority, and competence (Deci and Rayan, 1985; Khan et al., 2022; Khassawneh et al., 2023).

Concept of Justice

Organizational justice is a concept of fairness and equity with three dimensions: distributive, procedural, and interactional (Adams, 1965; Saeed et al., 2022). Distributive justice (Adams, 1965) refers to fairness in the allocation of resources and the results of decisions. Procedural justice (Greenberg, 1990; Zada et al., 2022) refers to fairness in organizational policies and procedures. Interactional justice (Adams, 1965; Khassawneh et al., 2022) refers to fairness in communication and the sharing of information (Bies and Moag, 1986). Our focus is on procedural fairness since it is closely tied to several organizational outcomes, including employee performance, motivation, and attitudes toward their jobs (Cohen- Charash and Spector, 2001; Viswesvan and Ones, 2002). In the lack of procedural justice, employees' attitudes and motivation will be less favorable toward their jobs (Walumbwa et al., 2010; Saeed et al., 2022).

Transformational Leadership and Work Motivation

One of the most significant leadership theories in recent decades is transformational leadership (Judge and Piccolo, 2004; Khan et al., 2022). Transformative leaders, according to Bass and Avolio (1995), inspire, motivate, and "change" followers' needs and values to propel them toward a significant objective. According to Bass and Avolio (1995), transformational leadership has five characteristics. For example, transformational leaders build confidence and inspire people to work toward corporate goals. Transformational leaders serve as role models for their followers, encouraging them to commit to and have faith in their work. According to Bass (1990), a transformative leader inspires others to go above and beyond what is expected of them and put in a lot of effort. Increased self-esteem and confidence among employees push them to put in extra effort and deliver quality work (Bandura, 1997; Ullah et al., 2021). The positive relationship between transformational leadership and work motivation is also supported by Judge and Piccolos Meta-analysis (2004). **H1**: There is a positive relationship between transformational leadership and work motivation

Transformational Leadership and Procedural Justice

Fairness in the organization's procedures and policies is reflected in procedural justice (Greenberg, 1990; Farid et al., 2021). To implement organizational procedures, leaders are crucial. These are the person in charge of administering justice and enforcing organizational rules (Nauman and Bennet, 2000; Khan et al., 2021). Leadership influences followers to participate in organizational activities and serve as a representative of organizational justice procedures. The promotion of followers' perceptions of procedural justice is a crucial function of transformational leadership. Procedural justice theories and transformational leadership both prioritize the group well-being of the organization (Pillai, Scandura, and Williams, 1999; Nadeem, Saeed & Gul, 2020). Transformational leadership theory itself is the most suitable theory to support the hypothesized relationship between transformational leadership and procedural justice (Bronkhorst, Steijn & Vermeeren, 2015). Based on the above literature, the hypothesis can be developed as follow. **H2**: There is a positive relationship between transformational leadership and procedural justice

Procedural Justice and Work Motivation

Procedural fairness gives employees more decision-making power, strengthens groups over time, and inspires workers (Greenberg. 1995; Burki, Khan & Saeed, 2020). The feeling of communal well-being among followers is improved by procedural justice, which also makes them contented, committed, and motivated (Bass, 1990; Khan, Kaewsaeng-on, & Saeed, 2019). Through inspirational motivation, transformational leadership increases the perception of procedural justice among employees (Bass, 1990; Al Hassan, Fatima & Saeed, 2019). Based on the above literature, the following hypothesis can be developed. **H3**: There is a positive relationship between procedural justice and work motivation

Mediating Role of Procedural Justice

The evaluation process of the organization, including the gathering of accurate and reliable information for decision-making, the pattern and criteria for decision-making, the adoption of new information, and the changing of decisions when errors in earlier decisions are discovered, all comprise procedural justice. These just procedures are crucial to the organization. Kim and Mouborgne (1997) state that "the employee's involvement in decision-making

and offer input to their values, makes the decision process fair and provides better results. Allow the staff to grow in trust with the boss even if their suggestions are rejected if the reasons for the final choice are revealed (p.69). Employees will be more able to focus if they are aware of the criteria for their appraisal (Tahir, Rahman & Saeed, 2019). Leaders have an impact on followers' perceptions of organizational practices, much like they have on the representative of organizational justice procedures (Zia, Saeed, & Khan, 2018). The attitudes of followers concerning procedural justice are greatly influenced by transformational leaders. For the benefit of the company, procedural justice and transformational leadership share a similar attitude (Pillai, Scandura, and William, 1999; Khan, Saeed, & Khattak, 2018). The policies of the firm are communicated by transformational leaders in a way that values the followers' opinions and fosters a culture of fairness among the workforce. In the long run, procedural justice strengthens the organization by allowing the employee to have more decision-making power (Green Berg, 1995; Fatima, Majeed, & Saeed, 2017). The primary concern of transformational leaders is to foster feelings of communal well-being among their followers. **H4**: procedural justice mediate the relationship between transformational leadership and work motivation
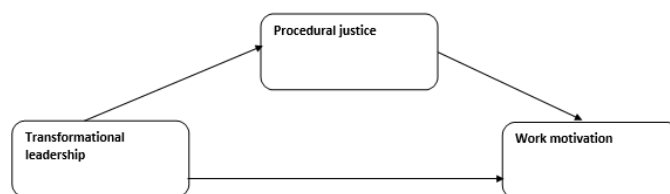
Model of the Study

Figure 1: Theoretical model

METHODOLOGY

Participants and Procedures

We conducted this study in different public sector Universities of Islamabad and Rawalpindi region. All these public sector Universities are the leading public sector organizations of Islamabad and Rawalpindi which are spreading the light of knowledge in different departments to a large number of students from all over Pakistan. These public sector Universities are composed of different departments, but we selected 250 employees from a few departments. These selected employees include teaching staff. Data was collected through a questionnaire from the selected sample of 250 employees. Only 239 employees out of 100 filled out the questionnaire and returned it with a return rate of (95.6%).

For selecting the sample, we used the convenience sampling technique.

Measures

A 5-point Likert-type scale (1= strongly disagree; 5= strongly agree) was used for all items.

0.0.1 Transformational leadership A multifactor leadership questionnaire (MLQ-form 5x-short; Bass and Avolio 2000) was used to measure and assess the impact of transformational leadership on employees' affective commitment. The questionnaire helped the employees to judge how leaders influence the affective commitment of employees along a 5 points Likert scale (1= strongly disagree; 5= strongly agree). Cronbach's alpha for overall transformational leadership was .97.

0.0.2 Motivation A 6-item scale that Kuvass and Dysvik created and validated was used to measure motivation (2009). For instance, the interest I have in my work serves as an incentive (Kuvass and Dysvik; 2009). Responses ranged from 1 (strongly disagree) to 5 on a 5-point Likert scale (strongly agree). The previous alpha reliability value of motivation was .82.

0.0.3 Procedural Justice Procedural justice or procedural fairness was evaluated and measured using a five-item version from Moorman (9191). "My current organization includes procedures designed to generate standards so that decisions might be made consistently" is an example item. The previous alpha reliability value was .90.

RESULTS

The following table explains the demographic variables of the study.

Table 1: Demographic variables

VARIABLE	N	%age
GENDER		
Male	150	69%
Female	89	31%
AGE		
20-25	30	12.55%
26-30	120	50.20
31-35	50	20.92%
36-40	15	6.27%
41 and above	24	10%
DESIGNATION		
Professor	45	18.82%
Associate professor	95	39.74%
Assistant professor	99	41.42%
EXPERIENCE		
1-5	30	16.7.50%
6-10	120	50.2%
11-15	50	20.92%
16-20	15	6.27%
21 and above	24	2.4%
INCOME		
10000-20000	30	12.55%
21000-25000	120	50.20%
26000-30000	50	20.92%
31000-40000	15	6.27%
41000 and above	24	10%

Table 2: Mean, standard deviation, and variance of the variables

Variable	Mean	Standard deviation	Variance
Gender	1.3095	.487905	.219
Age	2.7143	1.04269	1.087
Designation	2.8333	.960061	.923
Experience	2.0238	1.02382	1.048
Income	3.9408	1.10010	1.210
Mean TFL	3.8966	.44786	. 201
Mean MOT	3.7835	.52778	.279
Mean PJ	3.7500	.74011	.548

Table 3: Value of cronbach alpha and reliability of the data for selected variables

Variable	No of Items	Alpha value	Reliable	Not Reliable
Transformational leadership	11	.730	✓	
Work motivation	11	.718	✓	
Procedural justice	6	.756	✓	

Table 4: Correlation values

Gender	Gender 1	Age	Designation	Experience	Income	Mean TFL	Mean MOT	Mean PJ
Age	-.114	1		.				
Designation	.063	.049	1					
Experience	-.067	.646	.070	1				
Income	.106	.507	-.015	.478	1			
Mean TFL	-.119	.477	.219	.364	.266	1		
Mean MOT	-.198	.175	-.125	.178	.151	.239	1	
Mean PJ	.112	.327	-.060	.266	.300	.210	.516	1

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

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

The table shows the correlation coefficients between various demographic and work-related variables for a sample of individuals, with gender being listed twice (presumably for male and female participants). The correlation coefficient ranges from -1.00 to 1.00 and indicates the strength and direction of the relationship between two variables. A positive coefficient indicates a positive relationship, while a negative coefficient indicates a negative relationship.

The diagonal of the table shows the correlation coefficient between each variable and itself, which is always 1.00. For example, the correlation coefficient between gender and gender is 1.00, as expected. The off-diagonal values represent the correlation coefficients between pairs of variables. For example, the correlation coefficient between age and designation is .049. Looking at the table, we can see that age is negatively correlated with mean motivation (Mean MOT) at a coefficient of -.198, indicating that older individuals may have lower work motivation compared to younger individuals. However, age is positively correlated with income at a coefficient of .106, indicating that older individuals tend to have higher income compared to younger individuals.

Experience is positively correlated with income at a coefficient of .478, indicating that individuals with more work experience tend to have higher income. The designation is also positively correlated with experience at a coefficient of .070, indicating that individuals with higher job designations tend to have more work experience. Mean transformational leadership (Mean TFL) is positively correlated with income at a coefficient of .266, indicating that individuals who report higher levels of transformational leadership tend to have higher income. Mean procedural justice (Mean PJ) is positively correlated with income at a coefficient of .300, indicating that individuals who perceive higher levels of procedural justice tend to have higher income.

Overall, the table provides insights into the correlations between various demographic and work-related variables, which can be useful in understanding the factors that influence work motivation and other outcomes. However, it's important to note that correlation does not necessarily imply causation, and additional research is needed to establish causal relationships between these variables.

Table 5: Regression model

Independent Variable	Dependent variables							
	Work Motivation				Procedural Justice			
	R square	*T*	Beta	*F*	R square	*T*	Beta	*F*
Transformational Leadership	.057	3.794	.239	2.429	.0444	2.399	.210	1.848
Procedural Justice	.266	6.516	.516	14.485				
Mediating Effect								
Overall Model Summary	.284	3.512	.487	2.429				

The table provides information regarding the correlation between transformational leadership, procedural justice, and work motivation. The first column represents the independent variable, transformational leadership, while the second column lists the dependent variable, work motivation. The third column indicates the R-square, which quantifies the percentage of the dependent variable's variance explained by the independent variable. The R-square for transformational leadership is .057, suggesting that it accounts for 5.7% of the variance in work motivation.

The fourth column displays the T-value, which measures the statistical significance of the relationship between the independent and dependent variables. The *T*-value for transformational leadership is 3.794, which is statistically significant at $p < .05$. The fifth column presents the Beta coefficient, which indicates the direction and strength of the relationship between the independent and dependent variables. The Beta coefficient for transformational leadership is .239, signifying a positive correlation between transformational leadership and work motivation. The sixth column shows the F-value, which assesses the model's overall fit, indicating that the model fits well.

Similarly, the following three columns provide comparable information for the relationship between procedural justice and work motivation. The R-square for procedural justice is .0444, the *T*-value is 2.399, and the Beta coefficient is .210. The *F*-value is 1.848. The table also includes data on the mediating influence of procedural justice. The summary indicates that the independent variables explain 28.4% of the variance in the dependent variable, with a positive relationship between them. The *T*-value is 3.512, and the Beta coefficient is .487. Finally, the *F*-value is 2.429, indicating a good model fit.

In conclusion, the table implies that transformational leadership positively impacts work motivation, even after controlling for procedural justice's effect. However, procedural justice also positively correlates with work motivation, suggesting that it mediates the relationship between transformational leadership and work motivation. Additionally, the model's good fit suggests it accurately predicts the relationship between the independent and dependent variables.

DISCUSSION

This study's objective was to investigate how transformational leadership affects employee motivation, with a particular emphasis on the mediating function of procedural fairness. We proposed that the link between transformative leadership and work motivation is largely mediated by procedural justice. The findings of this study examine the literature on procedural justice, work motivation, and transformational leadership. Three crucial contributions are made by this work. It first looked at the connection between transformational leadership and employee motivation; then it looked at the connection between transformational leadership and procedural justice, and then it looked at the connection between procedural justice and employee motivation last. According to the study's findings, transformational leadership positively impacts employee motivation, which is consistent with the findings of (Saeed et al., 2017; Qadir, Saeed, & Khan, 2017).

According to study results, transformative leadership significantly boosts employee motivation. It implies that the level of employee motivation will increase as transformational leadership conduct does. Results show that hypothesis 1 is accepted. This is in line with Marnis' (2012) finding that transformative leadership has a favorable impact on motivation and job satisfaction. Furthermore, the results of transformational leadership with procedural justice show that transformational leadership is positive and significantly related to procedural justice. The results indicate that hypothesis 2 is accepted. These results are aligned with prior studies (Bronkhorst et al., 2015; Andriani et al., 2018). The study's results also show a strong correlation between procedural justice and job motivation. The relationship between transformative leadership and work motivation is similarly mediated by procedural justice. These results support hypothesis 3. Previous studies also concluded with similar results (Avolio, 1994; Bass, 1990). Finally, results indicate that procedural significantly mediate the relationship between transformational leadership and work motivation. These results support hypothesis 4.

CONCLUSION

This study has contributed new knowledge to the literature on transformational leadership, work motivation, and procedural justice. This study provides support to management to adopt transformational leadership behavior to achieve a high level of work motivation. This study has shown that organizations must be fair in their processes and procedures to attain a high level of work motivation and positive outcomes.

THEORETICAL IMPLICATIONS

The examination of the effect of transformational leadership on work motivation, with procedural justice as a mediator, carries significant theoretical implications. The study's findings indicate that transformational leadership can effectively boost work motivation, which, in turn, can have a favorable impact on job performance

and organizational outcomes. Furthermore, the research underscores the critical role of procedural justice in mediating the connection between transformational leadership and work motivation. This suggests that employees' perceptions of fairness and impartiality in decision-making processes can increase their motivation. Lastly, the study contributes to the theoretical comprehension of the significance of leadership and organizational justice in molding employee attitudes and behaviors. It emphasizes the importance of creating a supportive work environment in promoting motivation and job satisfaction.

PRACTICAL IMPLICATIONS

The study on the impact of transformational leadership on work motivation with the mediating role of procedural justice has practical implications for organizations. Firstly, the study suggests that organizations can enhance their employees' work motivation by investing in leadership training and development programs that focus on transformational leadership behaviors. Secondly, the study emphasizes the importance of procedural justice in promoting work motivation, indicating that organizations should ensure that decision-making processes are fair and transparent. Thirdly, the study highlights the need for organizations to create a supportive work environment that fosters employee motivation and job satisfaction. By implementing these practical recommendations, organizations can improve their employees' work motivation, leading to better job performance and organizational outcomes.

LIMITATION FUTURE DIRECTION

When interpreting the results of this study, it is important to consider its limitations. One limitation pertains to the utilization of subjective scales and self-report methods to assess attitudes and behaviors, which can result in a common method bias (CMV) and affect the correlation among variables. Another limitation is that the study is cross-sectional and was conducted solely at a single university, with a relatively small number of respondents. The study indicates that transformational leadership has a positive impact on several outcomes, such as work motivation. However, other types of leadership, like transactional, can be effective. Similarly, the addition of another mediator, like distributive justice, can also explore the model for future studies. Finally, the same study can be conducted in another type of business industry.

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