

## The Influence of Transformational Leadership on Employee Motivation: Exploring the Mediating Role of Procedural Justice

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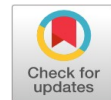
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**Abstract:** The domains of business and economics are paying increasing attention to transformational leadership, work motivation, and procedural justice because of their benefits to company, which include improved performance, job satisfaction, organizational commitment, and productivity. The present study examined the direct and indirect effects of transformational leadership on job motivation. Using procedural justice as a mediating tool, the indirect impact of transformational leadership on job motivation was examined. 42 individuals took part in the University of Peshawar's data gathering procedure. The findings demonstrate that transformational leadership enhances work motivation and that it plays a major mediating role in the relationship between procedural fairness and motivation at work. There were also remarks on future directions and limits of the study. Study suggests that in order to increase employee motivation and gain financial rewards, managers should hold a transformational leadership style.

**Keywords:** Transformational leadership, Motivation and Procedural Justice

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### INTRODUCTION

Transformational leadership stands as a pivotal and widely recognized concept in the realm of comprehending the effectiveness of individuals, groups, and organizations (Bass, 1985). At its core, the motivational foundation of transformational leadership encompasses a process of instigating shifts in individual perspectives and visions (Lord and Brown, 2004; Shamir, House, and Arthur, 1993). Significantly, the impetus behind motivation in this context relies on the presence of a charismatic figure or a member of a social group whose responsibilities are harmoniously aligned with the group's collective goals (Tajfel and Turner, 1986; Hidayat et al., 2023). This transformative style of leadership serves to bolster employees' self-esteem and self-efficacy, thereby elevating their motivation and ultimately enhancing their overall performance (Shamir, House, and Arthur, 1993; Zada et al., 2023). Furthermore, transformational leadership not only inspires individual employees but also nurtures the collective self-efficacy of the group as a whole (Guzzo et al., Zakero et al., 1995; Safi, Ali, & Saeed, 2023). The leaders employing this approach adeptly motivate employees to work towards the attainment of organizational objectives (Bass and Avolio, 1995; Saeed et al., 2023). By doing so, transformational leadership effectively boosts self-confidence and encourages individuals to excel in their designated roles (Bandura, 1997).

This research delves into the mechanisms through which transformational leadership influences work motivation, striving to provide a comprehensive answer to this pivotal question. It aims to scrutinize the intricate relationship between transformational leadership and work motivation, with a dual focus. The primary objective of this investigation is to assess both the direct impact and the indirect influence, mediated by procedural justice, of transformational leadership on work motivation (Ayaz, Ali & Saeed, 2023). In a broader context, this study seeks to synthesize the existing body of knowledge surrounding transformational leadership, work motivation, and procedural justice (Khan et al., 2023). The insights gained from this study are anticipated to offer valuable guidance

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to organizations and their management, illuminating the ways in which transformational leadership can invigorate employee motivation and significantly contribute to the overall effectiveness of the organization (Zada et al., 2023).

Despite numerous studies exploring the influence of transformational leadership on work motivation and the mediating role of procedural justice in various contexts, there is limited research focusing on this relationship within specific industries or sectors, such as healthcare, technology, or non-profit organizations (Zada et al., 2023). These sectors may have unique dynamics and work environments that could affect how transformational leadership behaviors impact employee motivation through procedural justice. Investigating this relationship within specific industry contexts can provide a deeper understanding of the mechanisms through which transformational leadership influences work motivation and help tailor leadership practices to industry-specific needs (Hidayat et al., 2023).

## **LITERATURE REVIEW**

### **Transformational Leadership**

Transformational leadership, as conceptualized in the literature, denotes a style of leadership wherein an individual in a leadership role exerts influence over the behaviors of subordinates by imparting a compelling vision and addressing their social and emotional needs (Bass, 1985; House, 1977). This leadership approach encompasses four fundamental dimensions, specifically charismatic role modeling, individualized consideration, inspirational motivation, and intellectual stimulation, as expounded upon by Bass and Avolio in 1995. Within the domain of charismatic role modeling, transformational leaders foster a shared sense of purpose among their followers and exhibit unwavering dedication and allegiance. Through the facet of individualized consideration, leaders cultivate personal connections with each individual, attending to their unique needs and nurturing their skill development, thereby tending to the emotional well-being of their followers (Bass, 1990). Inspirational motivation entails the presentation of an enticing vision for the future, coupled with a firm belief in the capabilities of followers to attain it. Finally, via intellectual stimulation, leaders actively promote creativity and innovation among their followers, encouraging them to explore novel ideas and fostering a culture of profound critical thinking (Bass and Avolio, 1994). Consequently, transformational leaders inspire their followers to pose inquiries and encourage them to delve deeply into their assigned tasks.

Transformational leadership serves as a catalyst for motivating and inspiring its followers to adopt a fresh perspective, emphasizing that learning is an essential component of acquiring competencies (Hatlan et al., 2011). As per Barbuto, transformational leadership not only imparts and nurtures a compelling vision but also aids individuals in recognizing the significance of a shared vision and common objectives (Barbuto, 1997).

### **Work Motivation**

When employees perceive that their behavior will lead to some tangible outcomes such as pay, bonuses, promotion etc., they become motivated to perform their task and such type of motivation is referred as external or extrinsic motivation (Kelman, 1958). Some researchers suggest that such type of motivation is needed for alignment (McClelland, 1961; Murray, 1964), some say that need for love, attachment and effectiveness (Maslow 1954).

When employees perform the task with desire and enjoyment, intrinsic motivation takes place (Gange, Senecal and Koestner, 1997; Ryan and Deci, 2000).

In accordance with self-determination theory, the satisfaction of individuals' psychological needs for autonomy, competence, and relatedness is regarded as a critical element in the cultivation of intrinsic motivation (Deci and Ryan, 1985). When individuals' fundamental needs are met, they tend to perceive their tasks as engaging and become internally motivated (Valler and Ratelle, 2004). Such intrinsically motivated employees are inclined to invest more effort and execute tasks effectively due to their inherent interest and drive (Deci, Koestner, and Ryan, 1999).

### **Organizational and Individual Justice**

The concept encompassing fairness and equity in an organizational context is referred to as organizational justice, with three distinct dimensions: distributive, procedural, and interactional (Cohen-Charash and Spector, 2001). Distributive justice, as coined by Adams (1965), pertains to the fairness in the allocation of resources and decision outcomes. Procedural justice, in line with Greenberg (1990), concerns itself with the fairness of organizational policies and procedures. Interactional justice, a concept attributed to Bies and Moag (1986), revolves

around the fairness in communication and the sharing of information within the organization.

Our primary focus in this study centers on procedural justice. This is due to the direct and significant association between procedural justice and various organizational outcomes, including employee performance, motivation, and work-related attitudes (Cohen-Charash and Spector, 2001; Viswesvaran and Ones, 2002). It is essential to recognize that the absence of procedural justice leads to a decline in positive work-related attitudes and motivation among employees (Walumbwa et al., 2010).

### **Transformational Leadership And Work Motivation**

Transformational leadership stands out as one of the most influential leadership paradigms in recent decades, as noted by Judge and Piccolo (2004). According to Bass and Avolio (1995), transformational leaders possess the unique ability to motivate, inspire, and enact profound transformations in the needs and values of their followers, driving them to accomplish significant goals. The framework of transformational leadership comprises five key dimensions, as outlined by Bass and Avolio (1995). These leaders effectively communicate organizational objectives, instill confidence, and inspire individuals to pursue these goals. Moreover, they serve as role models and wield their influence to cultivate commitment and trust among their followers regarding their work. As proposed by Bass (1990), transformational leaders also kindle a willingness among individuals to exceed expectations and put forth diligent efforts.

Transformational leadership serves to boost employees' confidence and self-esteem, thereby driving them to exert greater effort and achieve superior performance (Bandura, 1997). This is accomplished through the establishment of ambitious performance goals that demonstrate a deep-seated faith in individuals' competencies. The confidence and trust instilled by transformational leaders convince their followers of their capability to tackle assigned tasks and surmount challenges (Bass, 1985). Additionally, transformational leaders nurture intrinsic motivation by emphasizing the significance of tasks and higher-level ideological values. Consequently, individuals perceive their work as meaningful, significant, and vital, which bolsters their motivation to excel. The positive correlation between transformational leadership and work motivation has also received support from Judge and Piccolo's comprehensive meta-analysis (2004).

**H<sub>1</sub>:** Transformational leadership is significantly associated to work motivation.

### **Transformational Leadership And Procedural Justice**

Procedural justice pertains to the perceived fairness in the procedures and policies employed within an organization, as defined by Greenberg in 1990. Among the key enablers of organizational procedures are leaders who serve as pivotal agents responsible for implementing these policies and ensuring justice, as noted by Nauman and Bennett in 2000. Leaders, in their roles, serve as ambassadors of organizational justice processes, shaping their followers' involvement in organizational practices. In this context, transformational leadership emerges as highly pertinent, as it significantly influences how followers perceive procedural justice. The principles of transformational leadership and procedural justice are interconnected in their shared commitment to the collective welfare of the organization, as observed in the work of Pillai, Scandura, and Williams in 1999.

Bases on the above literature the hypothesis can be developed as follow:

**H<sub>2</sub>:** Transformational leadership is significantly associated to procedural justice.

### **Procedural Justice And Work Motivation**

Procedural justice, as identified by Greenberg in 1995, serves to augment employee autonomy in decision-making processes, fostering long-term group cohesion and bolstering employee motivation. This enhancement in procedural justice contributes to a greater sense of collective well-being among followers, ultimately resulting in their increased satisfaction, commitment, and motivation, a perspective advanced by Bass in 1990. Additionally, transformational leadership plays a pivotal role in shaping employees' perceptions of procedural justice, subsequently fueling their motivation through the mechanisms of inspirational motivation, as also articulated by Bass in the same year.

On the basis of above literature the following hypothesis can be developed.

**H<sub>3</sub>:** Procedural justice is significantly associated to work motivation.

### Mediating Role of Procedural Justice

Procedural justice is consisting of the evaluation process of the organization such as valid and right information gathering for decision making, pattern and criteria for decision making, adoption and changes in decision when organization gets new information and found some error in the decision making. These fair processes play an important role in the organization. According to Kim and Mouborgne (1997) “the engagement of employee in decision making and giving inputs to their values, make the decision process fair and shows better result. If it is explained that why final decision is made, allow the employees to develop trust in manager even if their ideas are rejected” (p.69). If employees know that what will be the standard of their evaluation will help them to focus on their current job. Still question arises that how leader can foster the procedural justice perception of their followers? Leaders play an important role in the implementation of organizational procedures. Leaders enforce the policies of the organization and perform the responsibility of delivering procedural justice (Nauman and Bennet, 2000).

In their capacity as representatives of organizational justice processes, leaders profoundly influence followers’ attributions towards organizational practices. Notably, transformational leaders assume a crucial role in cultivating followers’ perceptions of procedural justice, sharing a common philosophy that prioritizes the organization’s welfare, an assertion upheld by Pillai, Scandura, and William in 1999. Transformational leaders adeptly communicate organizational policies, emphasizing the value of follower input and fostering a culture of justice among employees. By doing so, procedural justice facilitates employee empowerment in decision-making and fortifies group cohesion over the long term, as elucidated by Greenberg in 1995. Furthermore, transformational leaders are dedicated to nurturing a sense of collective well-being among followers, aligning with the fundamental ethos of transformational leadership. These leaders also demonstrate a keen focus on the moral and ethical implications of decision-making, substantiating their commitment to transparently elucidating the rationales behind their decisions, in accordance with Bass’s perspective from 1990.

**H<sub>4</sub>:** Procedural justice mediate the association between transformational leadership and work motivation.

### Model of the Study

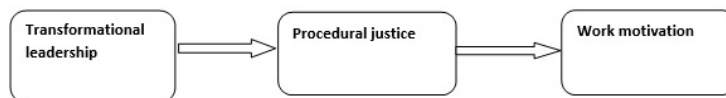


Figure 1: Theoretical framework

## RESEARCH METHOD

### Sample Size and Data Collection Method

I conducted this study in the University of Peshawar. University of Peshawar is one of the leading public sector organizations of KPK which is spreading the light of knowledge in different departments to a large number of students from all over Pakistan. University of Peshawar is composed of different departments but I selected 100 employees from a few departments. These selected employees include teaching staff. Data was collected through questionnaire from the selected sample of 100 employees. Only 42 employees out of 100 filled the questionnaire and returned it back with a returned rate of (42%).

For selecting sample I used convenience sampling technique.

### Measures

*Transformational leadership* : 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 that 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 0.97.

*Motivation* : Motivation was measured by 6 items scale developed and validated by Kuvass and Dysvik (2009). E.g. my job is that much interesting that itself is a motivation (Kuvass and Dysvik; 2009).

*Procedural Justice* : A five items version from Moorman (1991) was used to assess and measure procedural justice or procedural fairness. A sample item is “my present organization has procedures design to generate standards so that decisions could be made with consistency”.

Table 1 explains the demographic variables of the study

Table 1: Demographic variables

Variable	N	%age
<b>Gender</b>		
Male	29	69%
Female	13	31%
<b>AGE</b>		
20-25	2	4.8%
26-30	20	47.6
31-35	12	28.6%
36-40	4	9.5%
41 and above	4	9.5%
<b>Designation</b>		
Professor	4	9.5%
Associate professor	10	23.8%
Assistant professor	18	42.9%
<b>Eperience</b>		
1-5	14	33.3%
6-10	19	45.2%
11-15	4	9.5%
16-20	4	9.5%
21 and above	1	2.4%
<b>Income</b>		
10000-20000	7	16.7%
21000-25000	6	14.3%
26000-30000	13	31%
31000-40000	13	31%
41000 and above	3	7%

Table 2 represents the value of Cronbach alpha and reliability of the data for selected variables.

Table 2: Cronbach alpha and reliability of data

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

## DATA ANALYSIS AND DISCUSSION

Table 3 represents the mean, standard deviation and variance of the variables

Table 3: Mean, standard deviation and variance

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 4 represents the regression values of the desired values.

Table 4: Regression model

Independent variable	Dependent Variable							
	Work Motivational				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	R square	T	Beta	F				
Over all model summary	.284	3.512	.487	2.429				

Table 5 represents the correlation among different variables.

Table 5: Correlation

Gender	Gender	Age	Designation	Experience	Income	TFL	MOT	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

The study’s results affirm a strong and positive influence of transformational leadership on employee motivation. Essentially, as the intensity of transformational leadership behavior increases, employees display heightened motivation levels. These findings correspond with the conclusions put forth by Marnis in 2012, which posit a positive association between transformational leadership and job satisfaction as well as work motivation. Furthermore, the research uncovers a favorable link between procedural justice and work motivation. Moreover, it is established that procedural justice acts as a mediating factor in the connection between transformational leadership and work motivation.

This study aimed to scrutinize the impact of transformational leadership on employee motivation, with particular emphasis on the mediating role of procedural justice. The hypothesis posited that procedural justice serves as a partial mediator in the linkage between transformational leadership and work motivation. The research findings make significant contributions to the existing literature in three key dimensions. Firstly, it delves into the correlation between transformational leadership and employee motivation. Secondly, it investigates the association between transformational leadership and procedural justice. Lastly, it delves into the relationship between procedural justice and work motivation. The outcomes of the study indicate that transformational leadership exerts a positive influence on employee motivation, aligning with similar results found in a study conducted by Jullian, Barling, Frankslater, and E. Kevin Kellowy in 2000. Furthermore, the findings reveal that transformational leadership also has a positive

impact on employees' perceptions of procedural justice, and procedural justice partially mediates the connection between transformational leadership and work motivation.

## CONCLUSION

This study has introduced novel insights to the body of literature concerning transformational leadership, work motivation, and procedural justice. It underscores the importance of adopting transformational leadership behavior within management to enhance work motivation significantly. The research findings emphasize that organizations must prioritize fairness in their processes and procedures to cultivate elevated work motivation and attain positive outcomes.

## Limitations and New Future Directions

This study comes with specific limitations that should be taken into account when interpreting the findings. First, it employs subjective scales and self-report methods to assess attitudes and behavior, potentially introducing common method bias (CMV) and influencing the correlations among variables. Second, this study follows a cross-sectional design and gathers data from a single university with a limited number of respondents. The study highlights the positive impact of transformational leadership on various outcomes, including work motivation. Nonetheless, it is essential to acknowledge that other leadership styles, such as transactional leadership, may also prove effective. Moreover, the introduction of additional mediators, like distributive justice, could be explored in future studies to enhance the model. Lastly, replicating the same study across different business industries can provide valuable insights.

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