The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya

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Abstracts: This paper is aimed at examining the relationship between dimensions of transformational leadership and employee motivation in public sector organizations in Libya. The dimensions are idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. A quantitative approach and a correlational research design was used in this study. Four hypothesis were proposed to test the relationship between the transformational leadership style dimensions and employee motivation. The research instrument was a structured questionnaire. The Multifactor Leadership Questionnaire (MLQ) was adapted to measure the different dimensions of transformational leadership style while motivation was measured using items drawn from preexisting questionnaires. Five public sector organizations in Libya were selected for the study. A total of 128 employees constituted the sample. A convenience sampling technique was used to select the sample for this study. Multiple regression analysis was used to determine the relationship between transformational leadership dimensions and employee motivation. Intellectual stimulation, inspirational motivation and individualized consideration were found to be significantly related to motivation. Together they contributed 73.7% to the variation in motivation. Intellectual stimulation was found to contribute most to the variation (66.4%), followed by inspirational motivation (6.4%) and individualized consideration (0.9%). The relationship between idealized influence of managers and employee motivation was found to be not significant.

Key words: Transformational leadership dimensions, employee motivation, public sector, Libya

INTRODUCTIONS

Background of the Study:
How to motivate public sector employees has been the topic of many research and has attracted researchers from the field of Human Resource Management, Psychology, Management Studies and Organizational Behaviour. Behn (1995) who is one of the earliest researchers of this topic, has pointed out that the issues of motivating employees in the public companies as one of the serious question that beg for answer in public management.

The perception of the general public that public sector employees are lazy bureaucrats is not true according to Hartley and Benington (2011). On the contrary, several surveys have revealed that they possess a high degree of work motivation. Wright and Pandey (2010) further state that public employees do not differ significantly from those of their private companies’ counterpart. However, there still are a lot of unanswered questions on how to motivate public sector employees. An important one is the effect of leadership and different leadership styles on motivation. Brown and Trevino(2006) who conducted review studies found that only 52 out of 1,161 articles on the leadership outcomes addressed the issue of how leadership can motivate employees of public companies. The findings of their studies underscore the fact that the effect of leadership on motivation in the public sector is significantly underemphasized in human resources literatures and therefore deserves more attention.

Statement of the Problem:
Public sector plays an important function in any country. It is responsible for coordinating all the activities within the state and for the provision of all the essential services for the people of a country. The public sector is therefore vital for the smooth running of a government. The general public’s perception of the effectiveness and efficiency of the government of the day is based among other factors, on the performance of the public sector. The effective delivery of the services provided by the public sector is dependent on the performance of its employees. Many factors have been found to influence performance of employees. Among them are the leadership style and motivation.

Leadership in the public sector is not clearly defined as in the private sector. It is dependent on the type of political system and the level of empowerment at different levels of management in public sector organizations. Even the issue of accountability in the public sector is different from the private sector and would be difficult to define in the context of market based economy. The public sector being non-profit oriented, the leadership style
and the way managers wield their influence on their subordinate and motivate them to work is a subject that has not been investigated much in developing countries. This is especially so in countries with nascent democracies like Libya.

Bass (1985) differentiated between three broad leadership styles that vary from individual consideration and support for the employee (transformational style) to a proportional exchange between the leader and the employee (transactional style), or to no interest at all for the employee (laissez-faire style). Transformational leadership style is the focus of this paper as it has been found to have more motivational power and inspirational appeal compared to the other leadership style. Indirect evidence of this contention comes from an experimental study by van Vugt, Jepson, Hart, and de Cremer (2004).

The purpose of this paper is to examine the extent of transformational leadership style exhibited by the management in the public sector in Libya and relate it to the motivation to work of the employees.

Objective of the Study
The main objectives of the study are as follows:
1. To examine the extent of the different dimensions of transformational leadership style exhibited by managers in the public sector organizations in Libya.
2. To determine the motivation level of the employees in the public sector organizations in Libya.
3. To examine the relationship between the different dimensions of transformational leadership style and motivation of employees in the public sector organizations in Libya.

Literature Review:

Work Motivations:
Motivation according to Fernet, Guay, Senécal, & Austin (2012) is a motive that is attributed to one’s curiosity to do or not to do something. Motivation is generally divided into intrinsic and extrinsic. Intrinsic motivation is a type of motivation that is related to fulfilling one’s personal feelings, enjoyment, interest or pleasure. Intrinsic motivation help sustains a range of activities through an inherently effective voluntary action perform by individual (Ilies, Morgeson, & Nahrgang, 2005). Extrinsic motivation occurs when people are triggered externally to perform in the form of play, exploration, and challenge with an aim of attaining an external reward.

Motivation in Public Companies:
According to Wright (2001), motivation of employees in the public sphere is very important as the performance of governments and their administrations affect our society much more than any other private sector organization. Perry and Porter (1982) state that a major issue with public sector organization is the need to get “more for less” and operate at the highest levels of productivity and effectiveness. This means that public service managers have to high level of demand with few resources. In order to do this, public organization leaders must keep employees totally motivated and committed (Wright, 2001). The problem is that motivating public employees is easier said than done. Wright (2001) states that public workers have a reputation for being lazy and lethargic. An additional problem is that public service managers have very little room for maneuver due to rigid civil service laws. In addition, the public sector suffers from aging and plateauing employees, who are especially hard to motivate. Buelens and Van den Broeck (2007) found that public employees work fewer hours and show less commitment to their organization than their counterparts in the private sector. They prefer to invest more in their private lives. Therefore the public manager has a grueling task. The time they have to motivate their employees is limited to short working hours. They also do not have the tools required to motivate their staff (Behn, 1995). They cannot fire anyone and they also cannot offer substantial financial rewards as these are not allowed in the public sector. It does not come as a surprise then that the question how public managers can motivate their employees is considered to be very important question in public management (Behn, 1995).

Leadership:
Leadership can be defined as steps, procedures or process that direct and guide the behaviour of people in their work environment (Nelson, 2006). It is a systematic process that has a specific pattern of hierarchy as down, meaning it begins from the highest authority (leader) to the least authority (followers) in accordance to the organization’s preferences (Pearce & Conger, 2003). According to literature, leadership style is found to have many different approaches. Studies have recognized and explored different approaches like situational, trait, behavioural, and power-influential, but common to these is the role of leadership in creating influential basis for achieving goals (Bass, 1997).

Leadership has been extensively researched in literature and its effect and characteristics on performance has been underscored. Scholars like Avolio, Bass, & Jung (1999) have championed concepts like transactional and transformational leadership style. The method of exchange in reward for a given targets between managers and their subordinates is known as transactional leadership style (Avolio et al., 1999). Employees rewards are
fulfilled by the leaders whenever a specified target is met needs of rewards. According to Ismail et al. (2009) the transaction of needs between managers and employees have been underlined by designed precondition.

Hackman & Johnson (2004) described transformational leaders as highly interactive, passionate, empowering, visionary, and creative. Transformational leadership style considers the growth of followers and their needs. Managerial approach based on this style emphasizes the development of employees’ value systems as well as skills (Ismail et al., 2009). They posit that such leadership style requires close foresightedness on the part of leaders in order to identify and track the followers’ needs, values and assess suitable motivational interest. Thereby the followers are positioned to fulfill the set goals within the work context and also encouraged to express their interest towards adopting changes and best practices. According to its proponent, transformational leadership facilitates mutual understanding between the management and employees, in such a way to support the latter in achieving both personal and organisational goals (Posner & Kouzes, 1988).

The concept of transformational leadership style was first developed by Burns (1978). According to him, transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to a higher level of motivation, performance, and morality. Transformational leadership style has been selected for this study because its influence on followers is more sustainable and long lasting compared to the influence transactional leadership style on followers which lasts as long as there is exchange of reward. Transformational leadership style would be more likely to have intrinsic effect on the followers.

**Dimensions of Transformational Leadership:**

Bass (1985) further expanded Burn’s theory by conceptualizing transformational leadership behaviors into four categories: inspirational motivation, idealized influence, individualized consideration and intellectual stimulation.

**Inspirational motivation:**

Bass (1990) described inspirational motivation as providing followers with challenges and meaning for engaging in shared goals. Bass and Steidlmeier (1999) expanded on this description of inspirational motivation as the leader’s ability to communicate his or her vision in a way that inspires followers to take action in an effort to fulfill the vision. According to Kent, Crotts, & Azziz (2001), inspirational motivation enables leaders to remain focused on the vision of the group despite any obstacles that may arise. Yukl (2010) described inspirational motivation behaviors as communicating an appealing vision, using symbols to focus subordinate effort, and modeling appropriate behaviors. Banjeri & Krishnan (2000) relate inspirational motivation to concepts of ethics, claiming that when leaders show concern for organizational vision and follower motivation, they are more inclined to make ethical decisions.

**Idealized influence:**

Bass (1999) described idealized influence as the transformational leader’s ability to clearly articulate a vision to followers and the ability to motivate followers to join the vision. This results in the followers placing a lot of trust on the leader (Bass, 1985). Yukl (2006) stated that idealized influence behaviors arouse strong follower emotions and identification with the leader. According to Banjeri and Krishnan (2000), followers describe their charismatic leaders as making followers enthusiastic about tasks, commanding respect, and having a sense of mission is transmitted to their followers.

**Individualized Consideration:**

Avolio et al. (1999) found that through the process of transformational leadership, the leader takes on the role of mentor by assigning responsibilities to followers as opportunities for growth and development through a process of self-actualization. According to Barnett, McCormick, and Conners (2001) individualized consideration occurs when leaders develop interpersonal relationships with followers. It is these interactions that allow the leader to personalize leadership and establish goals for each individual follower (Barnett et al.). According to Yukl (2006) individualized consideration behaviors provides support, encouragement, and coaching to followers. The relationship used for mentoring and coaching is based on followers’ individual development needs with the outcome being the evolvement of followers into leaders (Bass, 2000). Individualized consideration has been found by Corrigan and Garman (1999) to positively affect and facilitates team-building efforts.

**Intellectual Stimulation:**

Avolio et al. (1999) described intellectual stimulation as getting followers to question the tried and true methods of solving problems by encouraging them to improve upon those methods. Intellectual stimulation involves exciting individual’s cognitive ability, so that he or she can engage in independent thinking in the course of carrying out job responsibilities (Jung, Chow, & Wu, 2003). According to Bass & Steidlmeier (1999),
intellectual stimulation encourages followers to challenge leader decisions and group processes. This encourages innovative thinking. Dansereau et al. (1995) state that by creating intellectual stimuli, managers can excite employees’ ability to experiment with new practices and generate ideas that can greatly impact performance. Intellectual stimulation component of transformational leadership plays a healthy and beneficial role in organizational learning (Brown and Posner, 2001). Intellectual stimulation appeals to follower needs for achievement and growth in ways that the follower finds attractive.

**Relationship between Transformational Leadership Style Dimension and Motivation:**

According to Burns (1978), transformational leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation. Transformational leadership enhances the motivation, morale, and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that enhance their performance.

Extensive studies have examined the effects of leadership, but limited work has discussed such within the public administration domain. Study conducted on military personnel found leadership as an important factor in military personnel motivation (Bass, 1997). Avolio et al. (2004) study on the health care sector confirmed that transformational leadership has significant effect on nursing staff psychological empowerment and job performance. Mary (2005) demonstrated the influence of transformational leadership in social works, while Thoenen et al. (2011) investigated such effects on teachers’ self efficacy. Also, several analytical reviews have equally proven that limited studies conceptualized leadership as a multidimensional construct of transformation or transactional components (Avolio et al., 2009; Wang et al., 2011, Judge and Piccolo, 2004).

According to Avolo et al. (2009), the effect of leadership has been less researched in public administration domain. As a result subsequent moves were made to incorporate, motivation into the study of leadership style and this attempt has been done with a vigorous analysis of the linkage between leadership style and motivation in the area of public administration and outcome indicates that motivation and leadership reinforce each other in leadership management and organizational job performance.

Trottier, van Wart and Wang (2008) adopted Bass' full range leadership model (Bass, 1998) and found that transformational and transactional leadership can influence followers’ satisfaction in the public sector. Also, workers motivation has been established as mediator of the relationship between transformational leadership and job satisfaction in the public sector, while extrinsic motivator mediates the effect of transactional leadership on job satisfaction (Park and Rainey, 2008). Similar findings have been reported by Moynihan, Pandey and Wright (2009) and Paarlberg and Lavigna (2010).

**Theoretical Framework:**

Based on the literature review, a theoretical framework was developed (figure 1).

![Theoretical Framework](image)

**Fig. 1: Theoretical Framework**

The following hypothesis are proposed to be tested in this study:

H1: There is a significant relationship between transformational leadership style and employee motivation
H1a: There is a significant relationship between inspirational motivation of the leader and employee motivation.
H1b: There is a relationship between idealized influence of the leader and employee motivation.
H1c: There is a significant relationship between individualized consideration of the leader and employee motivation.
H1d: There is a significant relationship between intellectual stimulation of the leader and employee motivation.

**MATERIALS AND METHODS**

**Research Design:**
A quantitative research approach and a correlational research design was used in this study and data was collected using the survey method. The independent variables are dimensions of transformational leadership (inspirational motivation, idealized influence, individualized consideration, intellectual stimulation) as perceived by the employees. The dependent variable is employee motivation.

**Population and Sampling:**
The respondents were all employees of public sector organizations in Libya. The study population was 450 which consisted of general staff, clerical staff, line managers and middle managers. A total of 128 employees constituted the sample. They were drawn from five public sector departments in Libya. A convenience sampling technique was used as only those who consented to participate were selected as the sample. There was reluctance by many employees to participate in this study because of the sensitive nature of the topic.

**Research Instrument:**
A structured questionnaire was used the research instrument. Transformational leadership style was measured using a total of 27 items; 7 items to measure inspirational motivation, 12 items to measure idealized influence, 7 items to measure individualized consideration and 3 items to measure intellectual stimulation. The instrument used to measure transformational leadership was the Multifactor Leadership Questionnaire (MLQ5X) which was originally developed by Bass and Avolio, (1995). Motivation was measured using 12 items. The items were developed from the operational definition of the construct. A five point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree) was used to obtain the participants responses.

Face validity of the instrument was carried out with the use of five subject matter experts from the university. Reliability of the instrument was determined using the Cronbach alpha method. Reliability for dimensions of transformational leadership ranged from inspirational motivation (0.86), idealized influence (0.72), individualized consideration (0.93) and intellectual stimulation (0.94).

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach Alpha (α)Coefficient</th>
</tr>
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<tbody>
<tr>
<td>Inspirational motivation</td>
<td>0.86</td>
</tr>
<tr>
<td>Idealized influence</td>
<td>0.72</td>
</tr>
<tr>
<td>Individualized consideration</td>
<td>0.93</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>0.94</td>
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<tr>
<td>Motivation</td>
<td>0.90</td>
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</tbody>
</table>

The Cronbach alpha value for motivation was 0.90. Nunnally (1978) recommends that instruments used in basic research have reliability of about 0.70 or better. Since all the Cronbach alpha values have values more than 0.7, the questionnaire meets the criteria for reliability (table 1).

The questionnaires were administered and collected personally by the researcher to ensure better response rate.

**Data Analysis:**
Statistical Packages for Social Science (SPSS) is used to perform the data analysis. Regression analysis was carried out to determine the relationship between the independent variables and the dependent variable. The level of significance was set at $p = 0.05$.

**Results:**
**Level of Transformational Leadership Style Dimensions and Employee Motivation:**
Descriptive statistics in the form of mean and standard deviation were computed to determine the level of the different dimensions of transformational leadership style and motivation level of the employees. The results are presented in table 2.
Based on the five point scale, the mean value is 2.5. The results indicate that the level of the different dimensions of leadership style range from inspirational motivation (mean = 2.648, SD = 1.050), idealized influence (mean = 2.617, SD = 0.912), individualized consideration (mean = 2.516, SD = 0.836) and intellectual stimulation (mean = 2.441, SD = 1.21). This indicates that managers in Libyan public sector organizations exhibit a low level of transformational leadership style. The results also reveal that the motivation level of the employees in the public sector organizations in Libya is not very high (mean = 2.60, SD = 0.92).

**Relationship Between Dimensions of Transformational Leadership and Employee Motivation:**

Results of the regression analysis between transformational leadership style dimensions (inspirational motivation, idealized influence, individualized consideration and intellectual stimulation) and dependent variable (employee motivation) are presented in Table 3. Based on the ANOVA results in Table 3, the model is significant ($F(4, 123) = 86.12, p < 0.05$). This means that at least one of the 5 predictor variables can be utilized to model employee motivation.

**Table 3: ANOVA of predictors of employee motivation**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>10216.718</td>
<td>4</td>
<td>2554.180</td>
<td>86.116</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>3648.157</td>
<td>123</td>
<td>29.660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>13864.875</td>
<td>127</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Inspirational motivation, Idealized influence, Intellectual stimulation, Individualized consideration
b. Dependent Variable: Employee motivation

Based on the results in Table 4, $R$-square value = 0.737. This means that 73.7% of the variation in employee motivation can be explained by variation in any or all of the predictor variables. Durbin Watson value = 2.336 which is between acceptable range of 1.5 and 2.5. It indicates that independence residual is accepted in the model and there is no autocorrelation error in the data.

**Table 4: Model summary of predictors of women managers’ career progression**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.358*</td>
<td>.737</td>
<td>.728</td>
<td>5.44608</td>
<td>2.336</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Inspirational motivation, Idealized influence, Intellectual stimulation, Individualized consideration
b. Dependent Variable: Motivation to work

d. | Model | Unstandardized Coefficients | Standardized Coefficients | B | Std. Error | Beta | t | Sig. | Collinearity Statistics |
<table>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>6.994</td>
<td>.4.662</td>
<td></td>
<td>2.099</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualized consideration</td>
<td>2.373</td>
<td>.1.155</td>
<td></td>
<td>1.47</td>
<td>.754</td>
<td>042</td>
<td>.306</td>
<td>3.268</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>1.854</td>
<td>.1.92</td>
<td></td>
<td>2.05</td>
<td>9.679</td>
<td>.000</td>
<td>.547</td>
<td>1.827</td>
</tr>
<tr>
<td>Inspirational motivation</td>
<td>4.97</td>
<td>.1.86</td>
<td></td>
<td>2.00</td>
<td>2.674</td>
<td>.009</td>
<td>.382</td>
<td>2.618</td>
</tr>
<tr>
<td>Idealized influence</td>
<td>.020</td>
<td>.0.57</td>
<td></td>
<td>.023</td>
<td>3.59</td>
<td>720</td>
<td>.508</td>
<td>1.968</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation to work

Table 5 shows there is significant relationship between intellectual stimulation and motivation ($b = 0.605, p < 0.05$), inspirational motivation and motivation ($b = 0.200, P < 0.05$) and individualized consideration and motivation ($b = 0.147, p < 0.05$). However the relationship between idealized influence and motivation ($b = 0.023, p >0.05$) was found to be not significant. The results indicate that all the significant variables have low variation inflation factor (VIF) values (<10), indicating that there is no problem with multicollinearity.
Therefore, based on the results of the regression analysis, we fail to reject $H_{1a}$, $H_{1c}$ and $H_{1d}$. $H_{1b}$ is not supported by the data and is therefore rejected.

**Stepwise Regression Method:**
Regression analysis using stepwise regression method retained only three of the independent variables in the model as shown in table 6.

Table 6: Result of stepwise regression analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R$ Square</th>
<th>Adjusted $R$ Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$R$ Square Change</td>
<td>Change $H_{1a}$</td>
</tr>
<tr>
<td>1</td>
<td>0.815</td>
<td>0.664</td>
<td>0.661</td>
<td>0.08260</td>
<td>0.664</td>
<td>248.746</td>
</tr>
<tr>
<td>2</td>
<td>0.853</td>
<td>0.728</td>
<td>0.724</td>
<td>0.49369</td>
<td>0.064</td>
<td>29.462</td>
</tr>
<tr>
<td>3</td>
<td>0.858</td>
<td>0.737</td>
<td>0.730</td>
<td>0.42692</td>
<td>0.009</td>
<td>4.095</td>
</tr>
</tbody>
</table>

Based on model 6, intellectual stimulation explained the most variation in employee motivation at 66.1%. Inspirational motivation explained a further 6.4%. Individualized consideration explained a further 0.9% to the variation in employee motivation. Idealized influence was excluded from the model indicating that it did not make significant contribution to employee motivation. The former three variables together explained 73.7% of the variation in employee motivation. This suggests that there are other variables that could explain employee motivation in the Libyan public sector organizations that have not been included in the study.

**Discussion and Conclusion:**
**Relationship between Dimensions of Transformational Leadership Style and Employee Motivation:**
The main aim of this study was to determine the relationship between transformational leadership style dimensions of inspirational motivation, individualized influence, individualized consideration and intellectual stimulation and employee motivation in public sector organizations in Libya. Four hypotheses were proposed to be tested in this study. The result showed the level of all the dimensions of transformational leadership style in the private sector organizations in Libya were low, hovering around the average value for the scale which is 2.5. This is consistent with the findings by Wright and Pandey, (2010) and Bass and Riggio (2006). They claimed that transformational leaders are expected to be both less common and less effective in public sector organizations than private sector organizations because the former are thought to rely more on bureaucratic control.

Similarly the motivation of employees in the private sector organizations was low. This result is consistent with arguments that the bureaucratic nature of government agencies in itself de-motivate employees and result in poor productivity. Wright (2001) says that the greater the levels of hierarchy as present in a public sector company or government agencies due to the multitude of departments, the lower the efficiency due to the fact that communication is less effective, lower level staff will be so far removed from management that monitoring is difficult and the scope for delegation is not very wide.

The result also showed that there is significant relationship between intellectual stimulation from the leader and employee motivation. Intellectual stimulation was found to contribute most to employee motivation. This result is consistent with that by previous researchers. By creating intellectual stimuli, managers can excite employees’ ability to experiment with new practices and generate ideas that can greatly impact performance (Dansereau et al., 1995). According to Pillai & Meindl (1998) through support, managers can create intellectual stimuli in employees which would motivate employees to engage their cognitive ability in thinking on how to solve both job related and collective challenge.

Inspirational motivation was found to be significantly related to employee motivation. Inspirational motivation occurs when transformational leaders engage in behaviors that articulate expectations and reveal the leader’s commitment to the goals of the organization. These behaviors enhance the meaningfulness of followers’ work experiences and offer them challenging goals and opportunities (Bass, 1999). Therefore these results are consistent with the results of the study.

The findings also indicate that there is significant relationship between individualized consideration provided by the leader and employee motivation. This result is consistent with those by Jung, Chow, & Wu, (2003). Individualized consideration refers to a manager’s awareness of employees’ individuality and it involves setting the match between followers’ priorities and the collective goals. This is one of the routine roles of managers in public sector organizations. Therefore when the manager is able to clearly match individual goals with organizational goals, the employee would be motivated to work toward achieving organizational goal and in the process would be able to achieve his or her goal(s).
Idealized influence was found to be not significantly related to employee motivation. The idealized influence is often referred to as charisma and encompasses the leader behaviors of vision communication, motivational language use, and serving as an example of what it means to carry out the proposed vision (Bass, 1999). The reason for lack of significant relationship could be because public sector organizations being bureaucratic organizations, the managers in these organization are not perceived as being able to exude great charisma and personal vision as they are answerable to their superiors.

**Recommendation:**

The results of this study have significant implications for the application of transformational leadership in public sector organizations. The bureaucratic nature of public sector organizations appear to be the reason for low level of transformational leadership and motivation. Therefore if employee motivation in the public sector is to be improved through transformational leadership, the level of centralization, formalization and routinization should be reduced.

Transformational behaviors that are associated with inspirational motivation, individualized consideration, and intellectual stimulation can be implemented within public sector organization thus leading to increased motivation and performance among the employees. Managers have the opportunity to exhibit these behaviors in their goal setting, assigning responsibilities, when communicating with the employees and when providing performance feedback. Managers can integrate the inspirational motivation and intellectual stimulation components of transformational behaviors by using motivational language to describe the tasks assigned to the employees. In addition, managers can use every opportunity available to clearly articulate a vision of the performance outcome they can expect on completion of the tasks. Managers should consider creating job assignments reflective of intellectual stimulation that allows the employees to express their creativity and to be innovative in problem solving. Managers also have the opportunity to display inspirational motivation, intellectual stimulation, and individualized consideration in all of their interactions with their subordinates. Specifically, managers could demonstrate individualized consideration by treating each employee as an individual and assisting them in their personal growth and development so they are able to reach their full potential. This they can carry out through constant dialogue with individual employees either face to face or through e-mails. In summary, these strategies offer managers in public sector organizations the opportunity to increase their transformational leadership style and as a consequence increase employee motivation.

**Limitations:**

As with any research design, there are potential weaknesses to this study. The study was confined to five public sector departments in Libya. A convenience sampling technique was used as only those who consented to participate were selected as the sample. Creswell (2009) noted that the use of convenience sampling can limit the generalizability of a study’s findings and can compromise the representativeness of the sample to the population. Future research should consider broadening the scope of the sample to include more public sector departments over a larger geographical area in Libya. Use of random sampling techniques in future studies would increase the generalizability of the findings.

**REFERENCE**


