

THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE'S MOTIVATION IN NEPALESE HOSPITALITY INDUSTRY

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “The Impact of Leadership Style on Employee Motivation in Nepalese Hospitality Industry”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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APPROVAL SHEET

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ABBREVIATIONS

A.D	Anno Domini
HRM	Human Resource Management
B. S	Bikram Sambat
ED	Effective Decision
BC	Better Communication
CR	Contingent Reward
FY	Fiscal Year
i. e	That is
LTD	Limited
MBS	Masters of Business Studies
NPA	Non-Performing Assets
NRB	Nepal Rastra Bank
II	Idealized Influence
IC	Individualized Consideration
IM	Inspirational Motivation
IS	Intellectual Stimulation
ME	Management Expectation

ABSTRACT

This study attempts to analyze the perception of employees working in the hotel industry, their motivation factors and it's relation to the leadership style. This study is descriptive and quantitative in nature, aiming to develop a better understanding on impact of leadership style on employees motivation. Questionnaire was administered randomly to the management and sub-ordinate staff within the Nepalese hotel without regard to sex and age. It was found that there is a positive relationship between Idealized Influence, Inspirational Motivation, Contingent Reward and Management-by-expectation and Employee Motivation. This relationship implies that transformational and transactional leadership style influences employees' motivation positively.

Keywords: *Leadership style, transformational leader, transactional leader, motivation*

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Leaders and managers play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees that help them do what they need to do. Most large organizations continue to spend millions each year on motivation courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyze problems in the workforce motivation, tools to measure motivation, mission statement and so on with no real outcomes (Manning & Curtis, 2009).

Abbas and Asgar (2010), successful managers are also successful leaders because they motivate employees to help accomplish organizational goal. Leadership is the ability to evaluate and or forecast a long term plan or policy and motivate the followers towards the achievement of the said strategy (Mayowa, 2009.) Different scholars have different views on defining meaning and value of Leadership.

Many companies struggle to offer attractive benefits, salaries and incentives (Davis, 2004). Small business can still stay competitive by adopting effective methods of motivating employees. There is growing interest among researchers in the study of the impact of leadership styles on various individual and organizational level outcomes. As a result, there are a plenty of studies that suggest the motivate of leadership styles on employee outcomes such as satisfaction with the leader, motivation, stress, organizational commitment, turnover intentions and organizational outcomes such as team performance, organizational performance, organizational effectiveness, work unit effectiveness. The emerging body of research has thus provided a compelling observations linking leadership to individual and organizational outcomes across many contexts and countries (Muchiri, 2011).

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courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyze problems in the workforce motivation, tools to measure motivation, mission statement and so on with no real outcomes (Yurkl, 2013).

Different scholars have also raised the issue of the motivation of different contexts such as nature of task, size and organizational culture and type of environment and the effects of leadership styles on followers. Leadership styles can have motivate on organizational level and on individual outcomes. Jing and Avery (2008), proved that these studies have utilized a restricted number of leadership paradigms, for example, the transformational and transactional leadership, ignoring the other paradigms, and there are differences in conceptualization of leadership which makes the direct comparison of the findings difficult. According to Bass(1990). also argued that the relationship between the leader and followers is moderated by differences in cultural values, beliefs and norms

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Although many studies on leadership and outcomes have consistently indicated that not only the cultural orientation of the followers but also the cultural orientation of the leaders has different impact on leadership styles. Leadership style can be perceived differently which have different effects on performance and on motivation for followers from different cultural groups (Jung & Avolio, 1999). Aside from the issues of leadership conceptualization and impact of culture and context on leadership styles, there are many other issues (e.g., the mechanisms through which leadership

affects outcomes) highlighted by leadership researchers which need to be addressed for good understanding of leadership phenomenon. Beside numerous studies linking leadership styles with various organizational and individual level outcomes, until the beginning of this century, only little studies have attempted to investigate the underlying mechanisms through which leadership styles motivate outcomes. To cover this gap, researchers, especially in the past decade, have shown considerable attention in the examination of mediating between several outcomes and leadership style (Carmeli & Schaubroeck, 2007). However, the role of various variables that can play a moderating role in leadership styles - outcome relationship has not been fully explored yet.

In spite of numerous empirical facts of the impact of leadership on outcomes, the findings on the effects of culture and context on leadership styles and outcomes are not consistent. On the other hand, no past studies have investigated the mediating mechanism on leadership - outcome relationships including followers' satisfaction with the leader as a mediator. This study intends to examine the relationships between transactional and transformational leadership styles and followers' motivation with the leader, work unit effectiveness, and leader effectiveness in a Nepali Hospitality company (Jung & Avolio, 1999).

Organization's human capital is getting more importance in today's world economy and is considered the most valuable asset because it plays a pivotal role in the progress of an organization and society as a whole. Though finance is considered the life blood for an organization but the proper management of these financial resources depends upon its human resources. So every organization wants to have the better human resources to achieve its objectives but this can only be possible when it has a satisfied workforce because a satisfied workforce exerts works hard and more effort to obtain organizational objective (Dorfmann & Zapf, 2001). The more the employees are satisfied with their jobs environment, the more devotion they will exert to achieve organizational goals and destination (Blakely, 2003), and satisfaction of employees with their jobs has a direct effect on the success of the organization (Shaukat, Senin and Ahmed, 2012). However, if employees are dissatisfied with their jobs it will show

negative results like growing cost, withdrawal behavior, decrease profits and finally customers' dissatisfaction (Allen & Wilburn, 2002).

Considering this, researcher has observed that leadership is the ability of an individual to establish a following among other individuals or teams. In case of Nepalese Hospitality industry, Employees of the hotel only perform their duties as much as will enable them to keep their jobs. In spite of the employees seem not to be pleased and have not utilized their full possible skills, mostly in commercial hotels. Nepalese hotels need to study on the existing leadership style of the managers to motivation the employees, how the leaders transfer leadership's optimism, share the vision, build real motivation relationships, create purpose driven goals, and nourish the team.

The Hospitality industry of Nepal is emerging gradually but along with this growth the competition is also enhance due to the heavy inflow of multinational hotels in Nepal (Sharma& Singh, 2013). Thus it becomes more difficult for a hotel to keep its employees motivated with their jobs so that it can maintain its unique position in this competitive Hospitality industry. There are many factors that might contribute to the motivation among employees like accomplishment, wages, independence, acknowledgement, independence communication, co-workers, working job conditions, team environment and job security etc. (Rad & Yarmohammadian, 2006) but (Skansi, 2000) argues that this is the leadership that has significant relationship with the motivation of employees.

There are many types of leadership styles they are: Transformational, Transactional Leadership, autocratic, visionary and charismatic leadership. While in this study the researcher focus on the transactional and transformational leadership styles to advance further understanding the mechanisms that enable leaders to behave in a transactional or transformational manner and to affect employee motivation, behavior and organizational oriented ventures. The paper intends to establish the leadership style in motivating the Hospitality staff to be committed to their work.

1.2 Statement of Problem

This study attempts to analyze the perception of department employees in the hotel about the motivation factors and how it relates to leadership styles. It has been noted that motivating the employees by the leaders in an organization especially in commercial hotels is very uneasy reach when it comes to how efficient and effective workers carry out their jobs in line with meeting the organizational goals. Ahmad (2013) investigated the transformational and transactional leadership style that might contribute to the employees' motivation among nurses. The findings of this study have shown that factors that can affect nurses' motivation are transformational leadership.

In Nepal, most empirical studies carried out focused mainly on Finance/Capital inadequacy, environmental factors and political instability amongst others. However, the fact that the major linkage to the failure or success of any organization is the leader and the type of style she/he adopts to manage men, money, machines and methods for successful operations of his business enterprises. This study therefore looks at how leaders in Nepalese hospitality industry can manage their personnel for effective performance of their jobs through appropriate leadership style, job income and status in order to achieve organizational goals and sustainability.

The present study is much more focused on knowing the impact of leadership styles i.e. Transformational and Transactional on motivation level of employees in Nepalese hospitality industry and relating it to their loyalty towards the present hotel industries in which they are working. Following are the main RQs taken into consideration of this research:

- What is the relation between leadership style with the motivation of employees working in Nepalese hospitality industry?
- How leadership style is impacting the motivation level of employees in Nepalese hospitality industry?
- Which Leadership style is adopted in Nepalese hospitality industry as perceived by employees?

1.3 Objectives of the Study

The main objective of the study is to evaluate the impact of Leadership Styles on Employee Motivation in Nepalese hospitality industry. This is an attempt to identify various components of transactional and transformational leadership style that determines the motivation and help in identifying the status of the leadership style. Following are the specific objectives of the Research:

- To assess the relation between the motivation and leadership styles.
- To examine how leadership style affects employee motivation.
- To assess the Leadership style followed by the manager in Nepalese hospitality industry.

1.4 Research Hypothesis

Motivation with the leader partially degree mediates the relationships between transactional and transformational leadership and leader effectiveness and work unit effectiveness. The specific hypotheses indicating the indirect and direct relationships are discussed in the following section.

Based on above research questions following hypothesis are developed for this research study.

H1: There is a significant relationship between transformational leadership style and the motivation of employees working in Nepalese hospitality industry.

H2: There is a significant relationship between transactional leadership style and the motivation of employees working in Nepalese hospitality industry.

1.5 Rationale of the Study

Motivation requires an effective leadership style. So leaders apply different strategy to satisfy employee. Different strategies contribute in building the motivation among employees. Many research conducted till date have been about understanding and measuring leadership style in Nepalese different industries. These foreign studies have indeed shown insight on scenario of foreign industry in terms of impact of leadership

style on motivation but there has been very limited research in measuring of motivation of Nepal as the concept of leadership style is new and emerging out here.

Hospitality industry in developing countries like Nepal, markets differ in political, social, technological, economic and social factors, since there is lack of empirical studies regarding the leadership style in Nepalese hospitality industry's the present researcher is keen on conducting this study.

However, the present researcher is interested in the subject matter, transformational and transactional leadership style on employees motivation and its implication and has been determined to develop professional career in Nepalese hospitality industries. Such an exposure would serve instrumental to understand the reality. The present researcher is sure that it would establish a framework for further research in investigating the complication of leadership style and its estimation in measuring motivation. This research will help Nepalese hospitality industries to know the important of leadership style as well as its impact on motivation and will have the capacity to comprehend what they lack and how could they enhance their present acts.

1.6 Limitations of the Study

The major Limitations of the study are:

- The study was conducted in Kathmandu. This research only focused on Nepalese Hospitality Industries. So, the area for the study was limited to specific organizations that are quite a small area to judge performance level of the entire Hospitality industry.
- Furthermore, the study examined the employees who work permanently and not those who are substituted temporarily. On the other hand, this study only examined the impact of leadership styles (transformational, transactional and relationship-oriented) on employees motivation and leadership styles are not the subject of this study.
- Besides, this study is only focused on Nepalese Hospitality industry. The selection of companies from diverse industries might have influenced the analysis

and the conclusions. It did not include other financial institutes in the study like development hotel, finance companies and micro finance.

CHAPTER II

REVIEW OF LITERATURE

The primary purpose of conducting review of literature was to get familiar with required theoretical and conceptual knowledge of the field of interest of the present study. In this chapter, what is implied by the term “Motivation” and “Leadership style” and the factors affecting employee’s motivation and leadership and explain the concepts, models and theories which are relevant in the field of motivation and leadership style and important to facilitate analysis and understanding of the research questions. The chapter as a whole has been developed in four distinctive sections where the first section presents with the review of related theoretical and conceptual perspectives followed by review of important policy documents related to present study in the second section of the chapter.

2.1 Review of Theoretical Perspectives

The purpose of this study would be to investigate the impact of leadership styles on employees’ motivation in Nepalese Hospitality industry. This area of review of the related studies concentrates on the comparable research done by different analysts in past. In numerous examples the definite exploration works are likewise discovered to

be done in past and in different cases, comparable sort of related studies are taken in consideration. Such researchers are reviewed from journal articles and books.

Nasir, Ababneh & Bae (2014), the study revealed that transformational leadership style has a significant positive impact on employee motivation with perceived long term acting as a moderator between the two variables. The study also found that higher degree of quality leadership style will consequently lead to higher level of motivation and loyal. The primary reason for this is employee perception of being in receipt of better leadership quality and competitive people oriented services thereby deriving maximum value by paying a hospitality service.

Lin, (2002) first level has to be satisfied before moving to the next level and so on. While physiological needs were enough to motivate people in the past, claims that today's employees are looking for higher needs to be satisfied.

Another theory of motivation is the theory of X and Y for McGregor. In this theory, McGregor placed people in two groups; X group who are the people interested in rewards and compensation, and Y group who are the self-directed people and who are looking for challenges Lin (2002). Herzberg, Mausner & Snyderman (1959/1993), is another theorist who studied employees' motivation and developed a thesis which categorizes motivation in two groups; motivators and hygiene. Hygiene factors are the extrinsic motivators such as benefits, salary while the motivators are intrinsically oriented such as challenging work and greater responsibilities, Herzberg (1968).

Nusairand & Bae, (2012) provides several important findings on the linkage between employees' motivation and leadership style. The study states the significant moderating effects of several employees, firm, and industry characteristics on the both the level of satisfaction and the sensitivity of a change in behavior along with a change in leadership style investments. This finding indicates that the true nature of the relationship between employees' motivation and leadership style is significantly influenced by competitive setting differences in style.

Mayowa, (2009) the present researcher found that the commercial hospitality companies which manage to satisfy their employee, retain them for as long as possible, and hopefully turn them into loyal employee which will certainly be in a better competitive position and achieve a better financial performance. Furthermore the scholar opined that the employee switched from one hotel to another due to their dissatisfaction with managers leadership style provider or due to better offers, image, and reputation of the new provider.

Management Theory

Transactional theories, also known as management theories, focus on the role of supervision, organization and group performance and the exchanges that take place between leaders and followers. These theories base leadership on a system of rewards and punishments (Charry, 2012). In other words, on the notion that a leader's job is to create structures that make it abundantly clear what is expected of followers and the consequences (rewards and punishments) associated with meeting or not meeting expectations (Lamb, 2013). When employees are successful, they are rewarded and when they fail, they are reprimanded or punished (Charry, 2012). Managerial or transactional theory is often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures (Lamb, 2013).

Great Man Theory

Great man theories assume that the capacity for leadership is inherent, that greats leader are born, not made. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership, (Ololube, 2013).

Trait Theory

This theory assumes that people are either born or not born with the qualities that motivate them to success in leadership roles. That certain natural qualities, such as personality and intellectual ability, are what inspire effective leadership. There have

been hundreds of studies to determine the most important leadership traits, and while there is always going to be some disagreement, intelligence, sociability, and drive are consistently cited as key qualities. The trait theory of leadership focused on analyzing mental, physical and social characteristic in order to gain more understanding of what is the characteristic or the combination of characteristics that are common among leaders (Nusair&Bae, 2012)

Contingency Theory

The Contingency Leadership theory argues that there is no single way of leading and that every leadership style should be based on certain situations, which signifies that there are certain people who perform at the maximum level in certain places but at minimal performance when taken out of their element. To a certain extent contingency leadership theories are an extension of the trait theory, in the sense that human traits are related to the situation in which the leaders exercise their leadership. It is generally accepted within the contingency theories that leader are more likely to express their leadership when they feel that their followers will be responsive.

Situational Theory

Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective (Bass, 1990).

Behavioral Theory

The behavioral theories are offering a new perspective, one that focuses on the behaviors of the leaders as opposed to their mental, physical or social characteristics. Thus, with the evolutions in psychometrics, notably the factor analysis, researchers were able to measure the cause an effects relationship of specific human behaviors from leaders. Great leaders are made not born.

The behavioral theories first divided leaders in two categories. It has been observed that groups under these types of leadership perform differently:

- ❖ Autocratically led groups will work well so long as the leader is present. Group members, however, tend to be unhappy with the leadership style and express hostility.
- ❖ Democratically led groups do nearly as well as the autocratic group. Group members have more positive feelings, however, and no hostility. Most importantly the efforts of group members continue even when the leader is absent.

Leadership Styles

A new theory of leadership emerged in the 1970s. Transactional and Transformational leadership styles were first introduced by (Burns, 1978). A few years later, Bass (1990) expanded the theory and came up with the Multifactor Leadership Questionnaire (MLQ). The full range of leadership models that was introduced by (Avolio and Bass, 1991) gave more advancement to the theory. This theoretical model included two styles of leadership: (a) transactional, and (b) transformational. According to Bass's theory of the new leadership approach integrates ideas from trait, style, and contingency approaches of leadership and also incorporates and builds on work of sociologists such as (Weber, 1947) and political scientists such as (Burns, 1978). The two styles of leadership mentioned above are essential elements in this research and are discussed in greater detail below.

Transformational leadership

Transformational leadership theory is all about change. Transformational leaders inspire others to follow a vision. They create opportunities for people to show flair and to take responsibility for new ideas. They are often very extravert, charismatic and strategic. They see the big picture rather than the detail. They inspire great loyalty, providing they succeed. If they fail, or are seen to be hypocritical, the followers may well become disillusioned or cynical. Transformational leadership is more appropriate in fast changing situations, where people have high levels of skill and where the leader can afford to get involved in the detail.

The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

Idealized Influence:

Transformational leaders act as role models and display a charismatic personality that influences others to want to become more like the leader. Idealized motivate can be most expressed through a transformational leader's willingness to take risks and follow a core set of values, convictions and ethical principles in the actions he takes. It is through this concept of idealized motivate that the leader builds trust with his followers and the followers, in turn, develop confidence in their leader Afshari, 2022).

Individualized Consideration:

Each follower or group member has specific needs and desires. For example, some are motivated by money while others by change and excitement. The individualized consideration element of transformational leadership recognizes these needs. The leader must be able to recognize or determine through overhearing or observation what motivates each individual. Through one-on-one coaching and mentoring, the transformational leader provides opportunities for customized training sessions for each team member. These activities allow team members to grow and become fulfilled in their positions (Khan, Amin & Saif, 2022).

Inspirational Motivation:

Inspirational motivation refers to the leader's ability to inspire confidence, motivation and a sense of purpose in his followers. The transformational leader must articulate a clear vision for the future, communicate expectations of the group and demonstrate a commitment to the goals that have been laid out. This aspect of transformational leadership requires superb communication skills as the leader must convey his messages with precision, power and a sense of authority. Other important behaviors of

the leader include his continued optimism, enthusiasm and ability to point out the positive.

Intellectual Stimulation:

Transformational leadership values creativity and autonomy among the leader's followers. The leader supports his followers by involving them in the decision-making process and stimulating their efforts to be as creative and innovative as possible to identify solutions. To this end, the transformational leader challenges assumptions and solicits ideas from followers without criticizing. She helps change the way followers think about and frame problems and obstacles. The vision the leader conveys helps followers see the big picture and succeed in their efforts.

Transactional Leadership

Transactional leadership theory is based on transactions or exchanges between the leader and the follower. It assumes that the working relationship is one where the leader issues the work, praises or criticizes, rewards or punishes. The follower has little responsibility, other than doing as they are required, correctly. All works well if both leader and follower carry out their part in the transactions as expected. This approach is more often seen in low skilled jobs, where procedures are clearly defined or where there is little change.

Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. The manager possesses power to review results and train or correct employees when team members fail to meet goals. Employees receive rewards, such as bonuses, when they accomplish goals.

Employee Motivation

Motivation is technically the word motivation can be traced back to the Latin word “mover” which means “to move”. Motivation is a subroutine which begins with a physiological or psychological defect or want or need that start a manner of acting that is planned to accomplish a goal or objective.

Robbins, (2007) has emphasized that employee motivation is the process that accounts for an individual’s intensity, direction, and persistence of effort toward attaining a goal. Luthans (2005), on the other hand, feels that it is desires wants wishes aims goals needs drives motives and incentives. Bartol and Martin (1994), hypothesized that it is “The forces that energize behavior, gives direction to behavior, and underlines the tendency to persist”.

Broder, (2017) brought in the process element by defining motivation as ‘the set of processes that arouse direct, and maintain human behavior toward attaining some

goals". Motivation has some micro conception of some words but there is a commonality in every definition like Efforts element which describes the density or drive.

According to Root (2015) who follow autocratic leadership styles (make decisions by themselves without consulting employees) can be beneficial decision speed matters and when managers are knowledgeable and this by turn makes employees more comfortable and motivated with this type of leadership. The other style discussed by Root is the Democratic style of leadership and it's motivate on employee's motivation. In this approach, employees are part of decision-making process and by that they feel included and their opinions are valued (Root, 2015). The third style is the Quit leadership when the manager almost delegates most if not all of his/her duties to the staff who are highly qualified and by that, they are empowered to make their own success. The last style discussed by Root is the Transformational style where a leader or a manager brings a vision of the future and set clear plan of achieving this vision.

Leadership Style and Employees' motivation

Achua andLussier, (2013) the success of every organization depends on its employees' drive to thrive through their efforts, commitment, engagement, practice and persistence. Thus, motivation is an important topic because leadership competencies include the ability to motivate employees as one of the crucial duties or jobs. Developing an understanding of the impact leadership can make on employees motivation is important (Kotter, 1996). In the past, the mission of leader in relation to employees' motivation has not been clear (Davis& Beverly, 2004) and leaders frequently undermined the importance of developing effective relationship with stakeholders including the employees.

2.2. Review of Relevant Studies

Table 1

Review of Relevant Studies

S.N	Authors Name	Description	Major Findings
1	Maiand Dang(2015)	The Effects of Leadership Styles on Employee Motivation in Auditing Companies in Ho Chi Minh City, Vietnam.	charismatic leadership, relation-oriented leadership, and ethic-based contingent reward leadership were positively associated with employee motivation.
2	Ali and Meshal (2016)	The Impact of Leadership Style on Employee's Motivation	strong relationship between leadership style and employee motivation where the correlation was positive with transformational style and negative with transactional style
3	Bhandari(2016)	Impact of leadership style on employee's satisfaction in private hospitality industrys of Nepal.	relation between Leadership Style and Employees Motivation and loyalty depends upon the style and services provided by the Leaders of companies.
4	Ahmad (2013)	The objective of this study is to investigate the transformational and transactional leadership style that might contribute to the employee's motivation among nurses.	strong relationship between leadership style and employee motivation
5	Advaniand Zuhair (2015)	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Hospitality Industry in Pakistan	strong relationships between employees' motivation and transformational leadership comparable to transactional leadership
6	Chowdhury and Javed(2012)	A study on the impact of leadership styles on employee motivation and commitment: an empirical study of selected organizations in corporate industry	positive and significant relationship between the independent variables transformational and transactional leadership with the dependent variable motivation.

Khuong and Hoang (2015), investigated and evaluate the overall leadership styles effects on employee motivation. The independent variables were task-oriented leadership, relation-oriented leadership, change-oriented leadership, charismatic leadership, participative leadership, ethical leadership, ethic-based contingent reward leadership and autocratic leadership and employee motivation was the dependent variable. These independent variables could the variation within employee motivation. This result implied a strong motivateof leadership styles in retaining and developing employee motivation. In addition, this research indicated that charismatic leadership, relation-oriented leadership, and ethic-based contingent reward leadership were positively associated with employee motivation.

Alghazo & Meshal, (2016), examine the relationship between the adopted leadership style and employees motivation in petrochemical company that is located in the eastern province of Saudi Arabia. A survey was developed and distributed to 30 employees in two departments. Furthermore, interviews were conducted with a focus group of 10 employees to validate the results of the survey. The study found that there is a strong relationship between leadership style and employee motivation where the correlation was positive with transformational style and negative with transactional style.

Chaudhryand Javed, (2012) attempted to examine the role of leadership is very important in building a sustainable business and community organization. The purpose of this study is to find out the association of transformational and transactional leadership with the motivation of employees. The study uses a data consisted of the employees of all commercial and public hospitality industry of Pakistan. These hospitality employees have been randomly selected for ensuring the involvement of various demographic variables. The results of the study show positive and significant relationship between the independent variables transformational and transactional leadership with the dependent variable motivation.

Bhandari, Lee, Kim and Nam (2016) research was conducted by using quantitative method followed by exploratory and descriptive research designs. A sample size of

106 employees' out of undefined population inside the Kathmandu Valley was taken to conduct the present research survey. Samples were chosen by using convenience sampling method as the employees were large in number. Questionnaire tool was used to conduct the survey whereby the collected data were analyzed, presented and used to produce key findings about perceived level of employee's satisfaction and loyalty. After the analysis of the data, the key findings of the present study revealed that the relation between Leadership Style and Employees Motivation and loyalty depends upon the style and services provided by the Leaders of companies. The Leadership Style: Transformational Leadership style and Transactional Leadership Style are the major element that affects the relationship between Leadership style and motivation and loyalty.

Ahmad, (2013) investigated the transformational and transactional leadership style that might contribute to the employees' motivation among nurses. The findings of this study have shown that factors that can affect nurses' motivation are transformational leadership. The questionnaire used in this study is being prepared in Likert Scale, and the questionnaire is being named as the Multifactor Leadership Questionnaire (MLQ). Descriptive statistics were used to identify the characteristics of the distribution of scores the data have been collected. Results indicated that most of the variables are normally distributed. Results from Shapiro-Wilk shows that all of the variables have the significant value of more than 0.05. Here, Pearson Correlation was used to investigate the relationship between employees' motivation and leadership style. Results indicated that there are strong relationships between employees' motivation and transformational leadership comparable to transactional leadership. There is also a different effect between transformational leadership and transactional leadership on employees' motivation. Transformational leadership has higher ratio and beta that show higher motivateon employees motivation compare to transactional leadership. Here, this result further supports the study from Root (2015), where there are relationship between transformational leadership and transactional leadership on employees' motivation. However, transformational leadership is the dominant leadership style that can affect nurses' employees' motivation.

Advani and Abbas, (2015) identified the basic tool for development of organization by utilizing the leadership qualities where as there are two independent variables included Transactional and transformational leadership qualities and dependent variable is employee performance. The author(s) believes that employee performance is very essential for any organization throughout motivating, satisfying, idealized, influence/inspirational encouragement directly impact on the employee's performance and result in organizational performance although Hospitality industry is growing industry in Pakistan therefore to know the impact of Transactional and transformational leadership on employees performance and they are facing the critical hurdles while this study is based on quantitative and primary and secondary data has been used for this study along-with it is exploratory researcher.

Chowdhury, (2014) studied leadership and the different associated styles have an immense impact on how employees perform and grow, to lead positive organizational outcomes. The purpose of this study would be to investigate the impact of leadership styles on motivation and commitment, as a predictor of group or organizational performance. For ages, Leadership has been a subject of much debate and deliberation and how the different styles of leadership evoke different responses from followers. In corporate context the dynamics of these two entities: the leader and the led play a key role in shaping the destiny of the organization. The study followed the positivist paradigm which provided an objective reality against which claims were compared and truth was ascertained. In this descriptive study, the goal has been to discover the pattern of cause and effect, which can predict phenomenon. As a part of the descriptive research methodology, data collected has been subjected to the thinking process in terms of ordered reasoning. A quantitative research approach has been used to analyze the hypothesized relationships.

CHAPTER III

RESEARCH METHODOLOGY

Research Methodology describes the method and process applied in the entire aspects of the study. Research methodology helps to resolve the systematic problems. It uses various sequential steps to be adopted by researcher. It is a way to find out the result of a given problem on a specific matter and provides a basic framework on which the study is based. It provides a basic framework on which the study is based. Before presenting the analysis and interpretation of data, it is necessary to describe the research methodology first. In the absence of research methodology, the research does not work systematically on problem; there would be less probability to find out the final result. This chapter covers research methodology discussing the following themes; research design, methods of data collection, population sample and methods of data analysis and techniques to be considered during the study.

3.1 Research Design

This study is Descriptive and quantitative in nature, aiming to develop a better understanding on impact of leadership style on employee motivation. Pearson correlation coefficient has been used to determine the relationship between the independent variables and dependent variable of the study. The study cover the different dimensions of leadership style in measuring employee motivation of Nepalese hotel industry in terms of idealized influence, inspirational motivation, intellectual stimulation, individualized consideration (transformational leadership style) and management by expectation and contingent rewards (transactional leadership style).

3.2 Population and Sampling procedures

The population of the ongoing study includes the employees of Kathmandu valley who work on Everest Hotel and Soltee Hotel of Nepalese hospitality industries. It consists of full time job holder in hotel service. Questionnaire of 150 was randomly shared with support staff across the Nepalese star hotel while questionnaire was administered randomly to the management and sub-ordinate staff within the Nepalese hotel without regard to sex and age. Primary data collection from questionnaire. Further, for more understating of unit of analysis the demographic characteristics like age, gender, profession, and other factor ought to be considered that may have significance on employee motivation towards Nepalese hospitality industries.

3.3 Nature and Source of Data Collection

The data collection instrument that was used is a structured questionnaire because Likert Scale structured questionnaire are extremely flexible and could be used to gather information concerning the topic. Primary Data was collected through Questionnairebased on the objectives of the study, a comprehensive questionnaire was developed which includes questions pertaining to employee motivation and motivate by the leadership style. Sample was gathered from both male and female employees working in Nepalese hotel industry. The total of 150 questionnaire were collected.

Also, the questionnaire was developed using 5 point scale on each dimensions incorporating the knowledge gained from the review of available literature. The questionnaire was finalized and administered among the respondents through personal visits and through emails. 5 point Likert Scale was prepared for measurement of impact of leadership style on employee motivation in banks of Nepal. This scale measured from 1-5 i.e. 1= Extremely Disagree and 5= Extremely Agree. The respondents were well informed about the objectives of the study and requested to express their true opinion.

3.4 Data Analysis Techniques

Survey results were compiled and entered in SPSS and results were analyzed accordingly. Applicable descriptive and inferential statistics will be extracted. For the

results collected from the questionnaire, it was analyzed using SPSS. Correlation between employee motivation and the preferred style of leadership was conducted and Correlation between participant's employees and preferred style of leadership was examine through variables. The questionnaires were distributed and collected to make them applicable for presentation and analysis.

Data have been presented in tabular format. And the interpretation and explanation are made accordingly. In order to analyze the collected data, SPSS and Microsoft Excel have been used and T- test and F-test has also been computed to test the required hypothesis.

Frequency and percentage computation has been used to describe the number and proportion of the sample respondents. Also, cross tabulation has been used to describe the relationship between respondent variables and their satisfaction. Following are the analysis method used in this study.

Descriptive Statistics: Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Descriptive Statistics are used to present quantitative descriptions in a manageable form. In a research study we may have lots of measures. Or we may measure a large number of people on any measure. Descriptive statistics help us to simplify large amounts of data in a sensible way. Hence, it enables researchers to have an overview of the demographic statistics. Further, average and percentage have been used to present the detail overview of respondent's profile.

Inferential Analysis: Inferential analysis uses statistical tests to see whether a pattern we observe is due to chance or due to the program or intervention effects. Research often uses inferential analysis to determine if there is a relationship between an intervention and an outcome as well as the strength of that relationship. This section provides an overview of things to consider before starting inferential analysis, examples of common statistical tests, and the meaning of statistical significance. It is used to make judgment of the probability that an observed difference between groups

is a dependable on or one that might have happened by chance in the study. Here Pearson's correlation coefficient has been used.

Correlation Analysis: Correlation is a bivariate analysis that measures the strengths of association between two variables and the direction of the relationship. In terms of the strength of relationship, the value of the correlation coefficient varies between +1 and -1. When the value of the correlation coefficient lies around ± 1 , then it is said to be a perfect degree of association between the two variables. Null hypothesis is accepted when $p > 0.05$ and rejected when $p < 0.05$.

3.5 Research Framework and variables

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. Various components of transformational and transactional affect motivation. Following conceptual framework has been developed to govern the research in a more systematic manner. Figure 1 present with the detail elements of conceptual framework governing the present study. As presented in the figure below the present researcher has been designed on measurement of employee's motivation in Nepalese hospitality industry. On the basis of overall review of literature from different perspectives, the present researcher finally came up with a complete guiding conceptual framework of the study which has been presented:

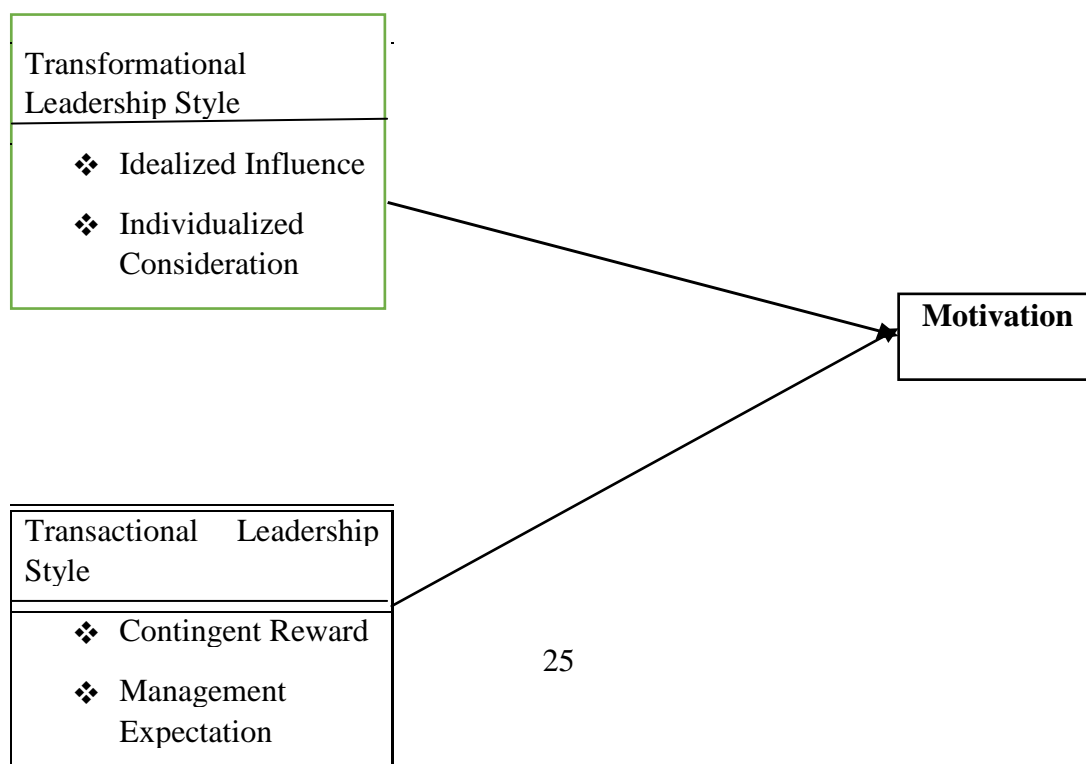


Figure 1 Conceptual Framework of the Study

Source: Atriya, B. (2018)

As presented in figure 1 above, the present research deals with establishing relationship between employee motivation and the leadership style of leaders towards the hotels services in the Nepalese context. To find out the motivational factors, the present researcher had distinguished two main leadership styles that results the employee motivation. First Transformational leadership style, the present researcher has regarded transformational style as the factor of the motivation to find out what percent of the employees male or females are satisfied with this leadership style. Second style, transactional leadership style, the present researcher has regarded transactional style as a factor of motivation to know what percent of employees are satisfied with transactional leadership style in Nepalese Hospitality industry.

Model Specification

The dependent variable is the function of independent variable. Furthermore, mathematically:

$$Y_1 = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e_i$$

Where, Y₁= Motivation

X₁= Idealized influence

X₂= Individual consideration

X₃= Contingent reward

X₄= Management expectation

e_i= Error terms

On the basis of overall preliminary review of literature related to the present area of interest of the study, the present researcher has developed a conceptual framework to

govern the research in a more systematic manner. Mentioned below presents with the detailed elements of conceptual framework governing the present study:

Idealized Influence

Transformational leaders act as role models and display a charismatic personality that influences others to want to become more like the leader. Idealized motivate can be most expressed through a transformational leader's willingness to take risks and follow a core set of values, convictions and ethical principles in the actions he takes (Afshari, 2022).

Individualized Consideration

Each follower or group member has specific needs and desires. For example, some are motivated by money while others by change and excitement. The individualized consideration element of transformational leadership recognizes these needs. The leader must be able to recognize or determine through overhearing or observation what motivates each individual (Khan, Amin & Saif, 2022).

Contingent Reward

Contingent reward provides rewards for effort and recognizes good performance. Transactional leaders link the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of rewards for successful performance. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates (Khan, Amin & Saif, 2022).

Management Expectation

Management by exception maintains the status quo, intervenes when subordinates do not meet acceptable performance levels, and initiates corrective action to improve performance. Transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes. Transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance (Khan, Amin & Saif, 2022).

CHAPTER IV

RESULTS AND DISCUSSION

This chapter deals with the data presentation and analysis from the data collected via research questionnaire. The data was collected from 150 respondents in Kathmandu Valley who have been involved in Nepalese hospitality industry. This chapter consists of two parts: Data presentation and discussion. Data presentation covers data on respondent's demographic characteristics; Gender, age group, education, work experience and position. The discussion is an analysis of hypothesis, results and findings to answer the research questions.

4.1. Demographic Analysis

4.1.1. Distribution by Gender

Gender of the respondent plays an imperatives role in understanding their status and their role of work. Male and female are the respondents according to gender. The categorization of the respondents by gender in terms of percent is shown in below.

Table 1

Classification of Employees on the Basis of Gender

Gender	Frequency	Percent
Male	93	62.9
Female	57	37.1
Total	150	100

Table 1 shows the number of respondents with the classification on the basis of gender from employees working in Nepalese hotel industry used in questionnaire survey of the study. Number of responses represents the number of respondent's each category and percentage refers to the respondent's number in particular category out of total.

There is 62.9 percent of the employees are Male. There are about 37.1 percent of female taken as respondents of this study. As both male and female perspectives about the employee engagement and psychological contract fulfillment is necessary to examine the status of such notion existing in Nepalese Hospitality industry. Among total 150 numbers of respondents male number of respondents is 94 and the female number of respondents is 57.

4.1.2. Age Group

A segment of a population that is of approximately the same age or is within a specified range of ages. Age of the respondents is one of the most important characteristics in understanding the view about the general impact of age groups upon psychological contract fulfillment and employee engagement. The age group of respondents is categorized in to four groups i.e. less than 20 years old, 20-25 years old, 25-30 years old and above 30 years old. The classification of the respondents by age in terms of percent is shown in below.

Table 2

Classification of Age Group Respondent

Age	Frequency	Percent
20-25	76	51.3
25-30	58	38.2
30 and above	16	10.5
Total	150	100

Table 2 shows the number of respondents with the classification on the basis of age from different employees or respondents used in questionnaire survey of the study. 'No of responses' represents the number of respondents of each category and 'percentage' refer to the respondent's number in particular category out of total. It could be concluded that the employees participated in this research are working under Nepalese hotels are above 20 years and below 25 years of age which is 51.3 percent of the total population and age between 25 to 30 are 38.2 percent of employees. And least number of employees age work in hotels is 30 and above which have 10.5 percent. This data shows that 20-25 years respondents in this survey is higher than other age group who are working under Nepalese hotels in Kathmandu Valley. No

other gender than male and female are found to be the respondent of this survey in any category of age.

4.1.3. Education

The education of the respondent is categorized in four different parts i.e. +2, Bachelors and Master. The classification of the respondents by education in terms of number and percent is shown in below.

Table 3

The Education Level of the Respondent in three different levels

Education	Frequency	Percent
Plus 2	34	22.4
Bachelors	60	40.8
Masters	48	31.6
Above Masters	8	5.2
Total	150	100

Table 3 shows the number of respondents with the classification on the basis of level of education in Nepalese hotels who are working currently. ‘No of responses’ represent the number of respondents of each category and ‘percentage’ refers to the respondent’s number in particular category out of total.

Level of education was measured by asking the respondent to select the category that indicated his educational level. The education levels of employees are high in bachelor level i.e. 40.8%, similarly number of employees in masters level is less than bachelor levels i.e. 31.6%. This survey shows that number of employees having +2 and master and above is less as comparable between Bachelor and Master level. From it we can conclude that only Bachelors level employees are proactive and integrity toward hotels.

4.1.4. Work Experience

The work experience of the respondent is categorized in four different time frames i.e. 0-2 years, 2-4 years, 4-8 years and 8 years and above. The classification of the

respondents by years of experience in terms of number and percent is shown in below.

Table 4

The Years of Experience of the Respondents in Number and Percentage

Work Experience	Frequency	Percent
0-2 years	47	32.2
2-4 years	55	37.5
4-8 years	32	21.1
>8	16	9.2
Total	150	100

Table 4 shows the number of respondents with the classification on the basis of years of experience of different age group and gender working in hotels of Nepal, ‘No of responses’ represent the number of respondents of each category and ‘percentage’ refers to the respondent’s number in particular category out of total.

The experience level of the more number of respondents is within 2-4 years, comprising of 37.5 percent of total population. More number of male respondents working in Nepalese hotels has work experience with 2-4 years compared to female. As per the collected data there are few respondents who have been survey in this study, given us only 9.2 percent respondents with above 8 years of experience. From this data source, we can generate a brief idea that, most of the respondents are in the midlevel position giving us only few managerial level or senior managerial level respondents. 32.2 percent of respondents have 0-2 years of experience and 21.1 percent of respondents have 4-8 years of experience it implies that in hotels mostly staffs change their work faster.

4.1.5. Work Position

Work status of respondents is categorized in to four groups i.e. Clerk, Probationary Officer, Specialist Officer and Manager and above. The classification of the respondents by work position in terms of number and percent is shown in below.

Table 5

The Work Status or Position of the Respondents in Number and Percentage

Position	Frequency	Percent
Clerk	34	22.4
Probationary Officer	46	30.3
Specialist Officer	55	37.5
Managers and above	15	9.8
Total	150	100

Table 5 shows the number of respondents with the classification on the basis of work position or status of respondents working in Nepalese hospitality industry, ‘No of Response’ represents the number of respondents of each category and ‘percentage’ refers to the respondent’s number in particular category out of total.

Most of the respondents of Nepalese hotels are found to having a work position of midlevel position. This variable was measured by asking the respondent to select the category that indicated his work position. Around 37.5 percent of respondents are seen to be holding a mid-level position. Whereas, the clerk percentage, is 22.4 and Probation officer is 30.3 percent. It shows that junior lever work position is less rather than other. This survey questionnaire takes very few seniors work position, with percent of the total population. The survey is to let us know about motivate of leader on employee engagement. This could be a great source from the employee’s perspectives what the employees expect from their leaders and managers and how they feel valued and engaged in the specific work settings.

4.2. Descriptive Statistics

Descriptive Statistics has been used in this study which consists of measurement of variables. This analysis basically measures the minimum, maximum and mean of respondent related to leadership style on employee motivation.

Table 6

Idealized Influence

Idealized Influence	N	Minimum	Maximum	Mean	S.D.
Makes employee feel goods	150	1	5	3.75	.343
Faith in manager	150	1	5	3.56	.766
Proud to be associated with him	150	1	5	3.45	.867

The descriptive statistics used in this study consists of mean, minimum and maximum values associated with variables under consideration. The study shows that the average of manager make employee feel goods is 3.75. Likewise, the average mean of faith in manager is 3.56 and proud to be associated with him is 3.45. It shows that all value is greater than 3 so it creates positive impact in leadership style. All employee ability, skills and innovation is widely applicable according to right time at right place.

Table 7

Inspirational Motivation

Inspirational Motivation	N	Minimum	Maximum	Mean	S.D.
Manager express simple words	150	2	5	3.72	.667
Manager provides appealing images about what you can do	150	1	5	3.46	1.34
Manager helps you to find meaning in your work	150	1	5	3.60	.788

The average mean of manager express simple words is higher i.e. 3.72 because Supervisors' help employees to raise the level of consciousness, to connect employees to ideas and stories so that they can see themselves and work better. Similarly, average mean of manager provides appealing images about what you can do is 3.46. Finally, average mean of manager helps you to find meaning in your work is 3.60. So motivation is willing to exert high level of effort to reach goals, conditioned by the effort's ability to satisfy some individual needs.

Table 8

Contingent Reward

Contingent Reward	N	Minimum	Maximum	Mean	S.D.
Manager tells employees what to do if they want to be rewarded for their work	150	1	5	3.36	1.45
Manager provides recognition/reward when employees reach their goals	150	1	5	3.74	.988
Manager calls attention to what employees can get for what they accomplish	150	1	5	3.52	.676

From above table 8 it can be seen that average mean is higher and good in manager provides recognition/reward when employees reach their goals is 3.74. In commercial hospitality managers did not give full authority to make decision to employees. manager tells employees what to do if they want to be rewarded for their work is 3.36 where as manager call's attention to what employees can get for what they accomplish is 3.52. Now, if it is not the best decision that has been made, they will discuss it. But if it is the best decision, managers reinforce employees and help to do better, go further, accomplish more and feel better and recognize it. So from this data researcher know that most employees are not getting rewarding in the right time at right place.

Table 9

Management-by-Expectation

Management-by-Expectation	N	Minimum	Maximum	Mean	S.D.
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Manager satisfied when employee meet agreed upon standards	150	1	5	3.46	.874
As long as things are working, manager does not try to change anything	150	1	5	3.14	.675
Manager tells employees the standards they have to know to carry out their work	150	1	5	3.26	.677

Table 9 shows higher average mean in manager satisfied when employee meet agreed upon standards i.e. 3.46 which shows positive and significance in hotels of Nepal. Manager satisfied when employee meet agreed upon standards. This data shows that, more employees feel neutral to this view. But in somehow agree and strongly agree also seen. As long as things are working, manager does not try to change anything is 3.14 whereas manager tells employees the standards they have to know to carry out their work is 3.26. According to employees views in this question researcher know that, manager told employees that, company today are bigger than many economics.

Table 10

Employee Motivation

Employee Motivation	N	Minimum	Maximum	Mean	S.D.
I am very happy with my Job	150	1	5	3.52	.675
I am satisfied with the workplace flexibility offered by my organization.	150	1	5	3.28	.665
I am inspired to meet my goals at work.	150	1	5	3.35	.870
Communication between senior leaders and employees is good in my organization.	150	1	5	3.47	.456
My coworkers and I have a good working relationship.	150	1	5	3.52	.434

Employees in my organization take the initiative to help other employees when the need arises.	150	2	5	3.54	.657
I receive useful and constructive feedback from my manager	150	1	5	3.34	.564

The study shows that the average of I am very happy with my job is 3.52. Likewise, the average mean of I am satisfied with the workplace flexibility offered by my organization, I am inspired to meet my goals at work, communication between senior leaders and employees is good in my organization, My coworkers and I have a good working relationship, and employees in my organization take the initiative to help other employees when the need arises. I receive useful and constructive feedback from my manager is 3.28, 3.35, 3.47, 3.52, 3.54, and 3.34. It shows that all value is greater than 3 so it creates positive impact in leadership style. All employee ability, skills and innovation is widely applicable according to right time at right place. Managers use their natural talent of connecting with employees and their coaching skills to have an impact in the overall professional development of employees as well as organization.

4.3. Correlation Analysis

The correlation analysis has been carried out to examine the direction and magnitude of transactional and transformational leadership style and employee motivation of employees in Nepalese hospitality industry. The correlation measures the strength of the linear relationship between variables. The Kendall's tau-b correlation coefficient of different independent variables with leadership style and motivation has been presented in table respectively.

Table 11

Correlation between Leadership Style Elements and Motivation

II	IM	CR	ME	M
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II	1	.275*	.213*	.211*	.298*
		0.01	0.03	0.03	0.00
IM		1	.254*	.214*	.243*
			0.00	0.03	0.00
CR			1	.224*	.460*
				0.01	0.00
ME				1	.445*
					0.00
M					1

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

The above Table 11, II represent (idealized influence), IM represents (inspirational motivation), similarly, CR represent (contingent reward), ME represent (management-by-expectation) and M represent (motivation).

The Pearson correlation coefficient has been computed and the results are presented in above tables. It was clear from the above table that out of four transactional leadership factors i.e. idealized influence, inspirational motivation, the correlation between motivation factors were moderate, positive and significant in Nepalese hospitality industry.

There is a positive correlation between Idealized Influence and Motivation i.e. 0.298 and since p-value is less than 0.05 i.e. 0.002. The result shows that there is a significant Correlation Coefficient, this indicates that higher the idealized influence higher the motivation. There is a positive correlation between inspirational motivation and motivation i.e. 0.243 and since p-value is less than 0.05 i.e. 0.012. The result shows that there is a significant Correlation Coefficient, this indicates that higher the inspirational motivation higher the motivation.

Similarly, there is a positive correlation between CR and Motivation i.e. 0.460 and since p-value is less than 0.05 i.e. 0.00. The result shows that there is a significant Correlation Coefficient, this indicates that higher the Intellectual Stimulation higher the Motivation. Finally, there is a positive correlation between and Management-by-Expectation and Motivation i.e. 0.273 and since p-value is less than 0.05 i.e. 0.005.

The result shows that there is a significant Correlation Coefficient, this indicates that higher the individualized consideration higher the motivation.

4.4. Regression Analysis

Regression analysis is a statistical tool for the investigation of relationship between variables. More specifically, regression analysis helps one to understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. The regression of leadership style has been analysed by defining Transactional and Transformational leadership style components which are independent variables and motivation is dependent variable.

Interpretation of R

The Pearson correlation measures the degree of linear relationship between two variables when the data (X and Y values) consists of numerical scores from an interval or ratio scale of measurement.

Interpretation of R²

R² or co-efficient of determination is the best measurement of goodness of fit. The value of R² shows that how well the actual value fit with the prediction to be made by regression line. Larger the value of R² (close to 1), higher is the probability that the independent variable can significantly predict the dependent variable and less is the error in forecasting the values. Smaller the value of R² more is the error term in prediction which suggests a strong existence of intervening variables.

Interpretation of p value

The customary levels of significance are 0.10, 0.05 and 0.01 and so on. In case of this research work, 5 percent (0.05) level of significance is considered for analysis.

Therefore,

If, $p > .05$: Hypothesis will be rejected, and

If, $p < .05$: Hypothesis will be accepted

Analysis of Regression between Motivation and Leadership Style (Independent Variables)

Table 12

Model Summary of Transactional Leadership Style

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579a	0.335	0.322	0.51499

a. Dependent Variable: Motivation

b. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Contingent Reward and Management-by-Expectation

The Pearson correlation coefficient (R) result of 0.579 shows a positive correlation. The strengths of the relationship between leadership style and motivation is strong. But this prediction may vary by 0.51499 as shown by the figure in the column of standard error of estimate.

A close examination of the results presented above indicates that the R² value of 0.335 indicates that about 33.5% of the total systematic variations in the motivation (dependent variable) were due to the variations in independent variables. This means that only about 81.1 % of the systematic variations in the motivation are left unexplained hence captured by the external factors.

Also, the adjusted R-square of 0.322 shows that after adjusting for the degree of freedom the entire variables taken together could still explain about 32.2% of the systematic variations in motivation. This implies that the regression line has a very good fit and thus a high forecasting power.

Table 13

Regression Result Analysis of ANOVA of Motivation

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.77	49	6.885	25.961	.000
Residual	27.317	103	0.265		

Total	41.088	152
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Table 14

Coefficients of Leadership Style

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	1.346	0.408		3.301	0.001
II	0.083	0.096	0.095	0.869	0.387
IM	0.081	0.053	0.144	1.537	0.127
CR	0.292	0.111	0.264	2.615	0.01
ME	0.103	0.101	0.106	1.018	0.311

a. Dependent Variable: M (Motivation)

The regression coefficient of II (b1) is 0.083 which implies that an increase in II of leadership style increase also motivation by 0.083 on average if the other factors remain constant. The regression coefficient of IM (b2) is 0.081 which also implies that increase in IM leadership style also increase motivation by 0.081 on average if the other variables remain constant. Similarly the regression coefficient of CR and ME are (b3 and b4) is 0.292 and 0.103 which implies that an increase in IS and IC leadership style increase motivation by 0.292 and 0.103 on average if the other factors remain constant. But the estimates of b1, b2, b3 and b4 may vary by 0.096, 0.053, 0.111 and 0.101 respectively as indicated by standard error.

The regression constant is 1.346, which shows that when value of II, IM, CR, ME are zero, then motivation will be positive 1.346. The t-values for a, b1, b2, b3, b4 are 0.869, 1.537, 2.615 and 1.018 respectively.

The significant t-values and significant F-value are greater than 5% level for II, IM and ME and less than 5% for CR. So coefficients mentioned above are not statistically significant for II, IM and ME and significant for CR.

There is a positive relationship indicated by the coefficients B= 0.083 and $\beta=-0.095$ with II. Similarly, there is positive relationship indicated by the coefficients B= 0.081, 0.292 and 0.103 and $\beta =0.144, 0.264$ and 0.106 with IM, CR and ME. This implies

that the II, IM, CR and ME influences motivation value positively representing that in order to improve or grow employees satisfaction; manager of hotels should seek to improve II, IM, CR and ME.

4.5. Result Testing of Hypothesis

In order to study the significance of relationship between study variables, the hypothesis testing has been used. The testing of the hypotheses was done by the correlation analysis via test of significance for the study variables. The summary has been presented as below:

Table 15

Hypothesis Testing of Leadership Style

	Construct of association	α level	t- test	P value	Results
Hypothesis 1	II and M	0.05	0.869	0.387	Reject
Hypothesis 2	IM and M	0.05	1.537	0.127	Reject
Hypothesis 3	CR and M	0.05	2.615	0.01	Accept
Hypothesis 4	ME and M	0.05	1.018	0.311	Reject

Hypothesis 1: There is significant relationship between idealized influence transformational leadership style and the motivation of employees working in Nepalese Hospitality industry.

On the basis of the individual statistic, Idealized Influence (II) was not passed the test of statistics at 5% level of significance under the two-tailed test. The ρ - value of 0.387 is greater than α of 0.05. The implications of the above result are:

The model is not statistically significant.

H1 is not accepted. This means there is no significant relationship between idealized influence and motivation of the employees in Nepalese hotels. This implies that idealized influence is not a major determinant of employee's motivation.

Hypothesis 2: There is significant relationship between Inspirational Motivation (IM) transformational leadership style and the motivation of employees working in Nepalese Hospitality industry.

On the basis of the individual statistic, Inspirational Motivation (IM) passed the test of statistics at 5% level of significance under the two-tailed test. The ρ - value of 0.127 is greater than α of 0.05. The implications of the above result are: The model is not statistically significant.

H2 is not accepted. This means there is no significant relationship between inspirational motivation and motivation of the employees in Nepalese hotels. This

implies that inspirational motivation is not a major determinant of employee's motivation.

Hypothesis 3: There is significant relationship between Intellectual Stimulation (IS) transformational leadership style and the motivation of employees working in Nepalese Hospitality industry.

On the basis of the individual statistic, Intellectual Stimulation passed the test of statistics at 5% level of significance under the two-tailed test. The p - value of 0.01 is less than α of 0.05. The implications of the above result are:

The model is statistically significant.

H3 is accepted. This means there is significant relationship between CR and motivation of employees in Nepalese hotels. This implies that CR is a major determinant of Motivation.

Hypothesis 4: There is significant relationship between ME and the motivation of employees working in Nepalese Hospitality.

On the basis of the individual statistic, ME passed the test of statistics at 5% level of significance under the two-tailed test. The p - value of 0.311 is greater than α of 0.05.

The implications of the above result are:

The model is not statistically significant.

Discussions

Transformational leadership showed significant relationship only with the leader effectiveness. Thus, the findings of this study provide greater support to the validity of relationships between transactional leadership and outcomes in a different culture as well as context. It is examined that motivation have a chance to be proficient through sure conduct technique. At last it may be accepted that it is all in the hand of organization to keep the employees motivated to work because they can develop such policies that lead to motivation of employees. Employee motivation is strongly effected with dimension of Transformational Leadership i.e. only those employee which have developed level of Self efficiency, self-respect, well level of satisfaction and motivation when given Idealize Influence (II) and Individual Consideration (IC). There is a positive relationship between Idealized Influence, Inspirational Motivation, Contingent Reward and Management-by-expectation and Employee Motivation. This

relationship implies that transformational and transactional leadership style influences employees' motivation positively. It shows that transactional leadership style and motivation are moderately positive correlation. Also, there was a high positive relationship between transactional leadership style and employee motivation.

CHAPTER V

SUMMARY AND CONCLUSION

The present study tries to analyze the relationship between transformational and transactional leadership styles on the motivation in Nepalese Hospitality industry. The results of the study show that there is positive and significant relationship between Transformational Leadership with the motivation. A questionnaire with five points Likert scale was used to collect data on different dimensions of leadership styles and employees' motivation from 150 participants working in hotels. Therefore, employees are motivated with this style of leadership. However, the results of the study show that the impact of transactional leadership styles on the motivation of Hospitality employees in Nepal is more effective than the transformational style. The research results are very important for the higher management of targeted hotels in terms of to increase employees' motivation where they can train their leading staff in branches to adopt transactional leadership style. The study concludes that there should be transactional leadership in the employees of Nepalese Hospitality industry. When the employees will be more motivated they will work hard and then organizational productivity will go up.

5.1 Summary

The main aim of thesis is to reveal the relationship between Leadership style and employee motivation. However, the questionnaire in this study comprised of not only the items for capturing transformational leadership but also for transactional leadership. It can be concluded that employ motivation is a key to success for every organization and employ motivation can be achieved through transformational and charismatic leadership. Transformational leadership showed significant relationship only with the leader effectiveness. Thus, the findings of this study provide greater support to the validity of relationships between transactional leadership and outcomes in a different culture as well as context.

It is examined that motivation have a chance to be proficient through sure conduct technique. At last it may be accepted that it is all in the hand of organization to keep the employees motivated to work because they can develop such policies that lead to motivation of employees. Employee motivation is strongly effected with dimension of Transformational Leadership i.e. only those employee which have developed level of Self efficiency, self-respect, well level of satisfaction and motivation when given Idealize Influence (II) and Individual Consideration (IC).. There is a positive relationship between Idealized Influence, Inspirational Motivation, Contingent Reward and Management-by-expectation and Employee Motivation. This relationship implies that transformational and transactional leadership style influences employees' motivation positively. It shows that transactional leadership style and motivation are moderately positive correlation. Also, there was a high positive relationship between transactional leadership style and employee motivation. The significant t-values and significant F-value are greater than 5% level for II, IM, and ME and less than 5% for CR. So coefficients mentioned above are not statistically significant for II, IM and ME and significant for CR. It has been found that CR motivate the managers positively representing that in order to improve or grow employees' motivation; hotels should seek to improve Transactional and reduce Transformational leadership style. There are various other internal and external factors that affect the hotel's profitability, cost, revenues and employee motivation. Strategic factors such strategic planning, goals, R&D, HRD, economic factors such as competition, size, Hospitality policies, also affect the perception and motivation creation. Many employees enter hotels being bright, well-educated, energetic, wanting to make difference and in a few years, feel bored, ignored, unfulfilled and unimportant because due to lack of leader motivation, coaching, teamwork, integrity, culture and communication involvement.

Leaders must act as good role models and displaying full commitment to accomplish organization objectives and gain trust from organizational members. Leaders should coach, paying attention to employee's needs, desires and abilities, provide a supportive environment and help them develop their talent. Research should be conducted to find those motives which contribute in making the transformational leadership and transactional leadership better and to enhance the level of employ motivation. The organizations should build their research wings for finding and

implementation of those factors which contribute in making the level of transformational and transactional leadership and employ motivation better.

Different training centers should be built to enhance the abilities of leadership. The organizations can develop certain training programs to develop leadership skills especially for managers who have a big span of control. Even mentoring programs, sessions by executive coaches help senior leaders hone their skills.

Leaders should improve their knowledge periodically about leadership styles. The leaders would more understand what and how their leading style influences employees and why to have a good leadership style in managing and leading the organization. Similarly, the leaders should know and choose the best style that that best suited for employee's abilities and needs and organizational goals as well.

5.2. Conclusion

From the results of the research, it is concluded that competitive advantage can reaped only through good team work that should be committed to excellence for the success of organization. The employee motivation is one of the important elements that are necessary for the success of an organization. It is necessary for an organization to keep its workers motivated towards work because motivation is considered important for the success of an organization. So it is necessary for the corporate to closely monitor this factor.

The present study is an attempt to measure the impact of leadership style on employee motivation. Actually motivation is considered as an important factor for the success of corporate. The study has used primary data which was collected from the employees of three top commercial hotels of Nepal. Transformational leadership has been measured by idealized influence and inspirational motivation whereas Transactional Leadership has been measured contingent reward and management by expectation. Different statistical tools have been used to reach at the objectives. It has been estimated that leadership style has positive and significant impact on employee motivation. So it can be concluded that employ motivation is a key to success for every organization and employ motivation can be achieved through transformational and Transactional leadership.

This research study shows that the transactional leadership style is more adopted by branch managers in Nepalese Hospitality industry and this is the main leadership style that can increase the employees' motivation significantly due to strong positive correlation with their motivation. These results are very important for the higher management of the Nepalese Hospitality industry and they should train their branch managers to adopt transactional leadership style to enhance employees' motivation. But the results of this research study cannot be generalized to the whole Nepalese Hospitality industry due to limited number of selected commercial hotels with limited sample size of 150. In future, we need to include more hotels commercial & public as well as districts from other provinces of Nepal to further strengthen the results of this research and to generalize the results to the whole Nepalese Hospitality industry.

The present study examined research questions regarding the relationship between transformational, transactional leadership styles and motivation within the context of Nepalese Hospitality industry in Kathmandu valley. The relationship between transformational leadership and employee motivation was found to be less positive and the relationship between transactional leadership and employee motivation was more positive.

The managerial skills that the leaders should continue to develop are creativity, team orientation, respect, listening skills, aligning to shared objectives, coaching, and employee recognition. The leaders should ensure that the reward and recognition system is reliable, trusted and time-tested and highlights important and meaningful employee performance.

The relationship between leadership transactional, transformational and motivation needs to be further investigated. In the present study, employee motivation was found to have a less positive relationship with transformational leadership. Future studies across leaders in various professional fields are needed to determine with more certainty whether transformational leadership and leader motivation are directly related. Further, the present study did not analyze leadership style transformational, transactional in relation to demographic variables such as gender, race, and years of

experience, but concentrated on self-reporting of leadership and how it associates with employee motivation. Future studies need to compare multiple demographic variables and the degree to which they are related to leadership style transformational and transactional in Nepalese Hospitality industry. The present study was limited by the size of the sample. Future studies utilizing larger and more diverse samples are needed. Larger samples would likely yield more stable findings relative to the relationships among employee motivation, leadership style, and other related variables. Another future study worthy of exploration would be the analysis of ethics and its relationship, if any, to leadership style.

Sincerely motivation may be acknowledged as fundamental component to the achievement about corporate. Introduced study will be likewise identified with relationship from maintain transformational heading with manager motivation. In the get from claiming applying specific exact test it is expect that there may be sure. Furthermore it is examined that motivation can a chance to be proficient through sure conduct technique.

5.3 Implications

This study has point out the impact of leadership style on employee motivation in Nepalese Hospitality industry. It has been found that superior hotels motivation are not getting what they deserve as compare to the inferior Nepalese hotels. For the maximization of the employees' motivation core variables not only few imp actors. There are other factors here regarded as supplementary variable that also has long term impact on enhancing the employee motivation. This study has clearly revealed that motivation not only depends on the hotels internal factors. It equally depends on the external factors such as economic factors, market rates, political stability, and Hospitality policies as well. From the research it shows that to increase the employee motivation value and create good leadership style for the long term hotels management should focus on strategic planning and goals formulation. Research revealed that customer's base has been increased and with this employees' expectations are also increased. This research also contributes in extending the research in other areas that impact shareholders wealth.

As transactional leadership has significant positive relationship with employ motivation, so steps should be taken to boost the level of transactional leadership. This study can be further enhanced at other area such as government department, hospital industry, in hotel management, and other organizations in order to further analyze the relationship between leadership style and employee motivation. The study also can be further explored to include the other factors that might contribute to the motivation among employees.

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Survey Questionnaire

Dear Respondents

I am an MBS graduate at Tribhuvan University. As part of my course requirement, I have been conducting a survey entitled 'Impact of Leadership Style on employee's motivation in the Nepalese Hospitality Industry.' For this, I would like to request you for the contribution of about 5-10 minutes of your valuable time on responding to the questions attached in the subsequent sections. I want to assure that information provided by you will be treated as highly confidential and used only for academic purpose.

Basic Information

Section A: Personal Information

1. Name (optional): _____

2. Name of the hotel : _____

3. Gender

Male 1

Female 2

4. Age

<20 1

20-25 2

25-30 3

30 and above 4

5. Education level

1

Plus Two 2

Bachelors

Masters

6. Work experience

0-2 years 1

2-4 years	2	<input type="checkbox"/>
4-8 years	3	
8 years and above	4	

7.Position

Clerk	1	
Probationary Officer	2	<input type="checkbox"/>
Specialist Officer	3	
Managers and above	4	

Section B:

Please express your opinion towards the following questions by ticking on any of the five boxes. The box consist of Likert scale questions where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

General Questions related to Impact of Leadership Style on Motivation Dimension of Transformational and Transactional Leadership Style:

Idealized Influence (will be Scaled 1 to 5: Strongly Disagree to Strongly Agree)

S.N	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.1	Manager makes employee feel good to be around him.					
1.2	Employees have complete faith in manager.					
1.3	Employees are proud to be associated with him.					

Inspirational Motivation

S.N	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2.1	Your manager expresses with a few simple words what you could and should do.					
2.2	Manager provides appealing images about what you can do.					
2.3	Manager helps you to find meaning in your work.					

Contingent Reward

S.N	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3.1	Manager tells employees what to do if they want to be rewarded for their work.					
3.2	Manager provides recognition/rewards					
3.3	when employees reach their goals.					
3.4	Manager calls attention to what employees can get for what they accomplish.					

Management-by-expectation

S.N	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
4.1	Manager satisfied when employee meet agreed upon standards.					
4.2	As long as things are working, manager does not try to change anything.					
4.3	Manager tells employees the standards they have to know to carry out their work.					

Employee Motivation

S.N	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.1	I am very happy with my Job					
5.2	I am satisfied with the workplace flexibility offered by my organization.					
5.3	I am inspired to meet my goals at work.					
5.4	Communication between senior leaders and employees is good in					

	my organization.					
5.5	My coworkers and I have a good working relationship.					
5.6	Employees in my organization take the initiative to help other employees when the need arises.					
5.7	I receive useful and constructive feedback from my manager					