

Leading Leadership Style to Motivate Cultural-Oriented Female Employees in I.T Sector of Developing Country: I.T Sectors' Responses from Pakistan

Adnan UI Haque

Department of Business and Research, Scientific Research Institute of Behavioral
Psychology (SRIBP), London, E6 3HQ, UK
Email: adnan@sribp.com

Riffat Faizan

Department of Business and Management, Open University of Switzerland, Zurich,
Switzerland, EU
Email: riffat@sribp.com

Nasreen Zehra

Department of Research and HR Consultancy - I.T Sector of Karachi, Scientific
Research Institute of Behavioral Psychology (SRIBP), Karachi, PAK
Email: zehra@sribp.com

Dr. Akhtar Baloch

Department of Public Administration, University of Karachi, Karachi, PAK
Email: abaloch@uok.edu.pk

Dr. Vipin Nadda

Department of Business & Tourism Management, University of Sunderland,
London, UK
Email: vipin.nadda@sunderland.ac.uk

Fayyaz Riaz

Department of Business and Research, Scientific Research Institute of Behavioral
Psychology (SRIBP), Karachi, PAK
Email: fayyaz@sribp.com

Abstract

This empirical study explores different Leadership styles' dimensions influencing cultural-oriented female employees' motivation in rapidly improving Pakistan's I.T sector. Hypothetico-Inductive-Deductive model was adapted to construct theoretical framework by opting mixed method under realism philosophy. Sample size is 357 female employees working in software houses of Pakistan's 10 cities selected by combining convenience sampling and stratified sampling techniques. Survey questionnaire contained close-ended questions based on Bass and Avolio (1994) Full Range MLQ Model and WMS. Moreover, 36 female employees were interviewed selected from top five business cities' of Pakistan's software houses through convenience sampling.

Results indicate transformational leadership style's dimensions are dominant in motivating female employees scoring overall 0.75. Moreover, transactional has moderate positive relation (0.38) with sub-motivational variables. Though, 'Management-By-Expectation (Passive)' along with Laissez-faire leadership style has no relationship with sub-variables of motivation.

In I.T sector of Pakistan, female employees are mainly motivated by interpersonal relations with supervisors, peers, and subordinate, friendly environment, flexibility, socialization, recognition, responsibility, social rewards, and most importantly improved working conditions. It is essential to motivate female workers through 'walk-the-talk' approach along with coerce and accurate vision.

Keywords: Transformational Leadership, Transactional Leadership, Laissez Faire Leadership, Dimensions of Leadership Styles, Cultural-oriented female workforce, I.T Industry.

Introduction

Two of the most fundamental influencers of the organisational efficiency are employee motivation and leadership. With the passage of time, style of leadership and employee motivation has gained significant attention of researchers, scholars, and professionals from various fields. Employee's dedication and commitment is extensively influenced by the leadership style. However, the impact of leadership style and employee motivation varies from person to person, sector to sector, and industry to industry. Despite this notion, there has been strong evidence from previous empirical researches that there exist a relationship between them. With modern and technological advancement, not only different leadership styles have been introduced in firms to improve employees' working efficiency, but also various motivational techniques and methods are used by firm to retain and manage its talented employees.

In broader spectrum leadership style and motivated workforce contribute towards succession planning. Although the relationship between motivation and leadership style has been analyzed and considered largely in various sectors with similarly wide diversity of the demographic settings, limited studies have placed focus on this association in the framework of an information technology industry specifically in gender perspective (Haque and Yamoah, 2014). Furthermore, Haque and Yamoah (2014) stated that female representation is still very low in Pakistan despite having high organisational commitment. This argument is one of the key considerations for present research as the correlation between leadership style and female employee motivation in IT sector is investigated in order to explore essential

motivational factors behind high organisational commitment among female workforce in IT sector. In addition to that, different dimensions of leadership style in relation to distinct types of motivation are explored in present study which is a significant notion.

Unambiguously, this particular study consider the company's full-time white-collar female professionals and discovers the leadership behavior's effects, as adapted from the Full Range Leadership Development Model (MLQ) of Bass and Avolio's (1997), on employee motivation, reformed from WMS-work motivation scale.

Industry's Overview

Information Technology sector is one of few sectors in Pakistan that has shown steady growth and expansion in recent times (Masood and Malik, 2008). Furthermore, in the IT sector, Government of Pakistan has shown interest as female employees are being given frequent opportunities to work also in public IT sector. In addition to that, special scholarship funds have been introduced by Federal Government of Pakistan for girls to opt for IT education (Muhammad, 2012). As per Pakistan Software Export Board (2013), IT enabled services and country's export of software is \$ 1.6 billion out of total \$ 2.8 billion global IT sales. Furthermore, in Pakistan, at present overall 1,500 IT firms are registered with approximately over 10,000 IT graduates are working (Ghauri, 2013). Higher end software products and solutions are prime focus of these IT firms in Pakistan (Ghauri, 2013). Therefore in present study, various IT firms operating in different business cities of Pakistan has been considered as case study. Researchers aimed to explore the correlation between research variable in gender's perspective therefore IT firms that have female professionals' representation are considered in this study.

Objectives

Since this research investigates the distinctive impact of dimensions of leadership styles on the motivation of female professionals in the IT sector of Pakistan therefore, research objectives are as following:

- To critically examine the correlation between female employee motivation and dimensions of transformational leadership style in IT sector of Pakistan.
- To critically investigate the correlation between female employee motivation and dimensions of transactional leadership style in IT sector of Pakistan.
- To critically examine the linkage between female employee motivation and dimensions of Laissez-fair leadership style in IT sector of Pakistan.

Rationale

The current study aim is to search the relationship between female employee motivation and leadership style in developing country. Furthermore, study targets cultural-oriented female staff and impact of leadership style on their working efficiency. In the presence of the empirical studies and theoretical literature associated with the leadership styles and employee motivation, the focus of the researcher is on how dimensions of the leadership style considered in current study has an impact on the job related motivation of cultural-oriented female employees. In other words, these sub-variables (dimensions) of leadership still are considered to evaluate job related motivation but no previous study is available that primarily considers the correlation between cultural-oriented female employees' motivation and various dimensions of leadership style in I.T sector of developing

country thus, this study is significant as it considers cultural-oriented female workforce working in sector experiencing positive change in developing country.

Furthermore, the IT sector of Pakistan is experiencing positive change by creating job opportunities for female employees therefore this study provides a platform to measure the impact of various dimensions of leadership styles on female professionals' motivation level in economically improving sector.

Literature Review

The leadership definitions can be termed as a diverse explanation as various philosophers and historians, who have endeavored to clarify the term. In broad dimension, leadership plays a role of an influence on the relationship between leaders and the followers, in a manner that ensure the arrival or attainment of the defined goal or goals (Bennis & Nanus 1985; Burns 1978). As per Bass and Avolio (1997), "it is highly complex to locate one particular definition of the term leadership due to the variation in the studies conducted on the topic leading to the non acceptance of a universally single definition. Several definitions define leadership as an element of influence, whereas some describe it as a process and in contrast there is a perception of individual's trait qualities (Lussier and Achua, 2001).

Transactional Leadership

One of the fundamental qualities of the transactional leaders is their communication skill. Transactional leader ensure that subordinates are adequately explained how the task must be conducted and inform them of the incentive and rewards of job well done (Avolio et al., 1991). Distinctive dimensions of transactional leadership's behavior have been recognized:

- **Contingent Reward:** Rewards for good performance is given to subordinates.
- **Management-By-Exception (Active):** Monitors subordinates and follow up with the correct action if need arise. They ensure efficient and effective performance is being maintained by subordinates.
- **Management-By-Exception (Passive):** Contingent punishment is given to subordinates in response to the evident discrepancies when the standard performance is not met.

Transformational Leadership

The transformational leaders are additionally active with their colleagues and followers in comparison to the transactional leaders (Avolio et al. 1991). Moreover, transformational leaders provide vision, a mission's sense, inspire pride among workers and attain trust and respect through charisma, as contrast to a simple agreements and exchange (Bass et al., 1990).

Transformational leaders display several dimensions of behaviour:-

- **Idealized Influence (Behaviour/ Attributed):** The leader is respected and trusted, sustains elevated level of morals, is perceived as a role model by the followers.
- **Inspirational Motivation:** In such, the leader emphasizes and articulates to his/her subordinates the desire for superlative performance and assist in the attainment of the organizational goals. Bass and Avolio (1994) highlighted that leaders with such adopted style and behaviour consist of an ability to strengthen the follower's reactions and through simple means define the ideas.

- **Intellectual Stimulation:** The leader with intellectual qualities stimulates the follower's problem comprehending and identification abilities with the assistance of their own standards and beliefs.
- **Individualized Consideration:** The leader of such approach ensures equal treatment of the followers however each follower is treated as an individual. Individual's needs are acknowledged and task and assignments are delegated to provide the followers with learning opportunities. Moreover, transformational leaders are the visionaries and change agents who encourage individuals and have a strong capabilities to handle the uncertainty ambiguity and complexity (Tichy & Devanna, 1986 and Givens, 2008).

Laissez-Faire Leadership

Laissez-Faire is a passive leadership style, it is perceived as lacking care regarding other's issues. There is an absence of relationship interaction between the leader and the subordinates. Laissez-faire leadership style represents a non-transactional type of leadership where vital decisions are not initiated, action delay, ignorance of leadership responsibilities and absence of the authority use.

The Full Range Leadership Development Model

Bass and Avolio (1994), Full Range Leadership Development Model, is an integration of both leadership styles; transactional and transformational leaderships. It comprises of five transformational factors: idealized influence, Inspirational motivation; Individualized consideration; Intellectual stimulation, and three transactional elements: Contingent reward; Management-by-exception (active); Management-by-exception (passive).

Motivation and Hygiene Factors

Herzberg et al. (1959) established two divergent lists of elements relevant to employee's attitudes. One element set generated happy feelings or contributed to a good attitude within the workforce, and these influences, in its entirety, were task-relevant. The other element set was principally extant when unhappiness feeling or employees bad attitude were apparent, these elements, Herzberg suggested, were not associated directly with the job itself, however, related to the surrounding conditions of the job. The first group was named by Herzberg as motivators (job factors):

- Recognition
- Responsibility
- Advancement
- Achievement
- Work itself
- Herzberg named the second group as hygiene factors (extra-job factors):
- Supervision- technical
- Interpersonal relations - supervisor
- Interpersonal relations - subordinates
- Interpersonal relations - peers
- Salary
- Working conditions
- Company policy and administration

- Status
- Factors in person life
- Job security

Motivators mention the intrinsic elements within the work environment and such as the task recognition accomplishment. Equally, hygiene inclines to contain extrinsic entities, for instance, association with the co-workers, which does not relate to the worker's actual job.

The Role of Leadership in Motivation

On the most vital determinant of the motivation is the Leadership style. The employees' reactions to their leaders will frequently be contingent on the employees as well as the leader's characteristics (Wexley & Yukl 1984). There are distinctive dynamics of relationship-oriented magnitudes of management and task, which circulate both high and low tendencies of relationship-oriented managers and tasks when combines with varying circumstances and diverse employee groups. Although motivating individuals to enhance the job fulfillment, Herzberg's attitude concept is a powerful force in determining the output. With this concept, aligned is the Locke's formulation of value and its significance relevant to the work goals and consequently to job satisfaction. Consequently, managers must take in consideration the importance of both; values and attitudes during their leadership journey.

As per Quick (1998), each individual have a distinctive set of goals and can be inspired if he/she trusts that: there is an existence of a positive association between performance and effort; the outcome of the effective performance will in the form of a pleasing reward; the attain reward will gratify a significant need; and the aspiration to gratify the need is robust enough to give efforts a meaning.

Vroom (1964) proposed that the work motivation depends on the relationships between instrumentality expectancy and valence. Expectancy is termed as an individual's belief that hard work outcome in the extent of the satisfying level of job performance (Quinn, 2004). Term instrumentality means an employee's certainty that rewards will be given following a successful performance. Whereas valence is the individual's held value with reverence to the outcomes (rewards).

Zeffanne and Connell (2003), proposed that "a response to the question related to the employee commitment, loyalty, morale, and attachment could comprise of providing motivators as well as eliminating de-motivators, for instance, unsuitable management style in the framework and being contemporary for employee aspirations" (P. 979). Therefore, a management and leadership style that inspires employee's involvement can play a role in the satisfaction of employee's aspiration for empowerment and encourage a commitment towards the organisational goals.

Employees are highly content with the leaders who demonstrate a supportive or considerate behaviour in contrast to the ones that display indifferent or either critical attitude towards their subordinates (Yukl 1971).

Transformational Leadership Style



Transactional Leadership Style



Laissez-faire Leadership Style



Motivation



Figure 1: Theoretical Framework

Hypotheses

The impact of three distinctive leadership styles on the female employee motivation is focus of present research paper therefore five hypotheses has been established.

H1: There exist significant correlation between transformational leadership style and

female employee motivation.

H_{1a}: There is a significant correlation between Inspirational motivation of the leader and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

H_{1b}: There is a significant correlation between Idealized influence of the leader and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

H_{1c}: There is a significant correlation between Intellectual Stimulation of the leader and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

H_{1d}: There is a significant correlation between Individualized consideration of the leader and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

H₂: There exist significant correlation between transactional leadership style and female employee motivation.

H_{2a}: There is a significant correlation between contingent reward of the leader and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working condition, and Fear).

H_{2b}: There is a significant correlation between Management-By-Expectation (active) and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

H_{2c}: There is a significant correlation between Management-By-Expectation (passive) and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

H₃: There exist significant correlation between Laissez-faire leadership style and female employee motivation.

H_{3a}: There is a significant correlation between avoidance or absence of leadership and female employees' motivation (Recognition, Responsibility, Work itself, Interpersonal relations, Social, Working Condition, and Fear).

Research Methodology

The research is descriptive in nature, following realism research philosophy. Researchers have used mixed method approach by commencing open-ended face-to-face interviews and circulating close ended semi structured survey questionnaire among targeted audience. Moreover, researchers have used '*Hypothetico-Inductive-Deductive*' model to develop theoretical framework and research instrument. Geographical area played essential role in the determination of sampling size as IT firms in Pakistan is spread on vast geographic spectrum. Therefore, 357 IT firms from Lahore, Karachi, Rawalpindi, Islamabad, Faisalabad, Sialkot, Peshawar, Multan, Hyderabad, and Gujranwala were considered as sample size. These organisations were approached through Pakistan Software Export Board (PSEB).

All of these firms have more than 30% female employees' representation therefore survey questionnaire among female participants were circulated through email. Interviews were conducted with 36 female employees working in the IT sector of Lahore, Karachi, Hyderabad, and Islamabad. Selection of participants was done by combination of stratified and convenience based sampling technique.

The potential respondents (events) in geographical area are considered through

ordinal scale. All these participants were selected on the criterion of at least one year or more experience with graduation minimum qualification. The firms were selected through stratified technique whereas selection of female employee from each firm was done through convenient sampling technique. The design of present research is descriptive as it enable researchers to explore whom where, what, when, and how (Zikmund, 2003).

To collect responses from female employees in selected organisations, close-ended matrix based questionnaire was used by researchers. The questionnaire was emailed to female employees and first received filled questionnaire from each organisation was considered by researchers. Furthermore, questionnaire is divided into three parts; first part contains questions related to demographic variables, followed by style of leadership and employee motivation. The motivational variables were considered from WMS and Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (1997). Moreover, the MLQ model was modified by researchers into five-component scale for data interpretation and coding.

Table 1

Table 1 indicates the matrix scale used in this study to measure responses gathered through survey questionnaire.

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Statistical Package for Social Sciences (SPSS) is used to perform data analysis. The reliability of questionnaire is measured by Cronbach alpha values. Furthermore, to determine the relationship between dependent variables and independent variables regression analysis was carried out by researchers. P = 0.05 was set the level of significance.

Table 2

Case Processing Summary

		N	%
Cases	Valid	357	100.0
	Excluded ^a	0	.0
	Total	357	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3

Reliability Statistics for Work Motivation

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.921	7

Table 4
Reliability Statistics Research constructs in the Questionnaire

Constructs	Cronbach Alpha (α) Coefficient
Inspirational Motivation	0.78
Idealized Influence	0.71
Intellectual Stimulation	0.89
Individualized Consideration	0.94
Contingent Reward	0.91
Management-By-Expectation (Active)	0.81
Management-By-Expectation (Passive)	0.71
Avoidance or Absence Motivation	0.70
0.92	
<ul style="list-style-type: none"> • Recognition • Responsibility • Work itself • Interpersonal Relations • Social • Working condition • Fear 	

In this study, the value of Cronbach alphas is 0.92 for motivation. Ideally 0.70 or above value is considered to have high reliability in social science researches (Nunnally, 1978). In this study almost all variables have 0.70 or above Cronbach value therefore reliability criteria is met in this questionnaire.

Results and Analysis

Table 5

DESCRIPTIVE STATISTICS									
Description Percentages									
City									
Faisalabad	Gujranwala	Hyderabad	Islamabad	Karachi	Lahore	Multan	Peshawar	Rawalpindi	Sialkot
4.8	3.9	5.3	12.9	32.8	23.2	4.2	4.8	4.8	3.4
Age									
18-25	26-33	34-41	42-50	51 or Above					
36.7	49.9	7.6	3.6	2.2					
Qualification									
Grade 10		Grade 12		Graduation		Masters		MPhil/PhD	Diploma
0.6		4.8		45.4		44.8		2.5	2
Experience									
At least 1 year		2-3 years		4-5 years		6-7 years		8 or Above	
26.1		47.9		14		7.3		4.8	

Targeted audience in this study is female professionals thus researchers in descriptive statistic have focused on geographic and demographic variables. Results revealed that majority of participants almost (33%) from Karachi. The age bracket for majority of participants is 26-33 (50%), holding graduation degree (45%) and 48% having 2-3 years experience.

Table 6

Model 1	Transformational Leadership Style											
	Inspirational Motivation			Idealized Influence			Intellectual Stimulation			Individualized Consideration		
	B	Std. Error	Sig	B	Std. Error	Sig	B	Std. Error	Sig	B	Std. Error	Sig
Recognition	.116	.059	.650	.121	.060	0.44	.071	.063	.261	.014	.057	.010
Responsibility	.171	.053	.749	.057	.054	.289	.015	.057	.003	.028	.052	.000
Work itself	.106	.056	.057	.090	.056	.111	.026	.059	.000	.011	.054	.038
Interpersonal relation	.050	.059	.391	.112	.059	.061	.021	.062	.001	.025	.057	.028
Social	.166	.058	.104	.008	.058	.001	.079	.061	.194	.016	.056	.004
Working condition	.097	.058	.097	.016	.059	.003	.130	.062	.063	.017	.056	.024
Fear	.070	.059	.001	.014	.059	.004	.149	.062	.003	.015	.057	.002

Table 6 revealed that relationship between inspirational motivation and recognition ($b = 0.116$, $P < 0.05$), inspirational motivation and responsibility ($b = 0.171$, $P < 0.05$), inspirational motivation and work itself ($b = 0.106$, $P < 0.05$), inspirational motivation and interpersonal relation ($b = 0.050$, $P < 0.05$), inspirational motivation and social ($b = 0.166$, $P < 0.05$), inspirational motivation and working condition ($b = 0.097$, $P < 0.05$), and inspirational motivation and fear ($b = 0.070$, $P > 0.05$). Therefore, the results indicate that there is high significant relationship between inspirational motivation (dimension of transformational leadership style) and various types of motivation except from fear, among female workforce.

Moreover, relationship between idealized influence and recognition ($b = 0.121$, $P < 0.05$), idealized influence and responsibility ($b = 0.057$, $P < 0.05$), idealized influence and work itself ($b = 0.069$, $P < 0.05$), idealized influence and interpersonal relation ($b = 0.112$, $P < 0.05$), idealized influence and social ($b = 0.008$, $P > 0.05$), idealized influence and working condition ($b = 0.016$, $P < 0.05$), and idealized influence and fear ($b = 0.014$, $P > 0.05$). These results indicate that idealized influence has high significant relationship with recognition, responsibility, and work itself whereas to some extent significant relationship between idealized influence and interpersonal skills is identified. However, social, working condition, and fear have no significant relation with idealized influence.

Table 6 also revealed that relationship between intellectual stimulation and recognition ($b = 0.071$, $P < 0.05$), intellectual stimulation and responsibility ($b = 0.015$, $P > 0.05$), intellectual stimulation and work itself ($b = 0.026$, $P > 0.05$), intellectual stimulation and interpersonal relation ($b = 0.021$, $P > 0.05$), intellectual stimulation and social ($b = 0.079$, $P < 0.05$), intellectual stimulation and working condition ($b = 0.130$, $P < 0.05$), and intellectual stimulation and fear ($b = 0.149$, $P > 0.05$). These results showed that intellectual stimulation

(dimension of transformational leadership style) has highly significant relation with recognition and socialization whereas to some extent significant relation with working condition. However, intellectual stimulation has no significant relation with responsibility, work itself, interpersonal relations, and fear.

In addition to that relationship between individualized consideration and recognition ($b = 0.014, P > 0.05$), individualized consideration and responsibility ($b = 0.028, P > 0.05$), individualized consideration and work itself ($b = 0.011, P > 0.05$), individualized consideration and interpersonal relation ($b = 0.025, P > 0.05$), individualized consideration and social ($b = 0.016, P > 0.05$), individualized consideration and working condition ($b = 0.017, P > 0.05$), and individualized consideration and fear ($b = 0.15, P > 0.05$). These results showed that individualized consideration has no significant relation with any motivation's variable considered in this study.

Table 7

Model 2	Transactional Leadership Style								
	Contingent Reward			Management-By-Expectation (Active)			Management-By-Expectation (Passive)		
	B	Std. Error	Sig	B	Std. Error	Sig	B	Std. Error	Sig
Recognition	.332	.064	.060	0.079	.064	.218	-	.075	.000
Responsibility	.041	.058	.985	.320	.058	.258	-	.068	.051
Work itself	.110	.061	.001	.101	.060	.469	-	.071	.003
Interpersonal relation	.049	.064	.441	.309	.064	.283	-	.075	.000
Social	.122	.063	.053	.184	.062	.785	.179	.073	.015
Working condition	.025	.063	.688	.304	.063	.913	-	.074	.035
Fear	.213	.064	.070	.135	.064	.401	.008	.075	.000

Table 7 revealed that relationship between contingent reward and recognition ($b = 0.332, P < 0.05$), contingent reward and responsibility ($b = 0.041, P < 0.05$), contingent reward and work itself ($b = 0.110, P > 0.05$), contingent reward and interpersonal relation ($b = 0.049, P < 0.05$), contingent reward and social ($b = 0.122, P < 0.05$), contingent reward and working condition ($b = 0.025, P < 0.05$), and contingent reward and fear ($b = 0.213, P < 0.05$). Therefore, the results indicate that there is high significant relationship between transactional leadership's dimension 'contingent reward' and responsibility, international relations, and work condition whereas significant relationship is identified to some extent with social, recognition, and fear. However, contingent reward has no significant relationship with work itself.

In addition to that, relationship between Management-by-Expectation (active) and recognition ($b = 0.064, P < 0.05$), management-by-expectation (active) and responsibility ($b = 0.058, P < 0.05$), management-by-expectation (active) and work itself ($b = 0.060, P > 0.05$), management-by-expectation (active) and interpersonal relation ($b = 0.064, P < 0.05$),

management-by-expectation (active) and social ($b = 0.062$, $P < 0.05$), management-by-expectation (active) and working condition ($b = 0.063$, $P < 0.05$), and management-by-expectation (active) and fear ($b = 0.064$, $P < 0.05$). Therefore, the results indicate that there is high significant relationship between management-by-expectation (active) and all selected variables of motivation.

Furthermore, Management-by-Expectation (Passive) and recognition ($b = -1.79$, $P > 0.05$), management-by-expectation (Passive) and responsibility ($b = -0.049$, $P < 0.05$), management-by-expectation (Passive) and work itself ($b = -0.19$, $P > 0.05$), management-by-expectation (Passive) and interpersonal relation ($b = -0.080$, $P > 0.05$), management-by-expectation (Passive) and social ($b = 0.179$, $P > 0.05$), management-by-expectation (Passive) and working condition ($b = -0.062$, $P > 0.05$), and management-by-expectation (Passive) and fear ($b = 0.008$, $P > 0.05$). Therefore, the results indicate that there is only significant relation to some extent between management-by-expectation (Passive) and responsibility whereas no significant relationship has been established between management-by-expectation (Passive) and all selected variables of motivation in present study.

Table 8

	Laissez-Faire Leadership Style		
Model 3	Avoidance OR Absence		
	B	Std. Error	Sig
Recognition	.003	.082	.002
Responsibility	-.031	.075	.007
Work itself	-.112	.078	.015
Interpersonal relation	.009	.082	.011
Social	-.216	.080	.080
Working Condition	-.044	.081	.071
Fear	-.062	.082	.040

Table 8 showed that Avoidance or absence and recognition ($b = 0.03$, $P > 0.05$), Avoidance or absence and responsibility ($b = -0.031$, $P > 0.05$), Avoidance or absence and work itself ($b = -1.12$, $P > 0.05$), Avoidance or absence and interpersonal relation ($b = -0.009$, $P > 0.05$), Avoidance or absence and social ($b = -0.216$, $P < 0.05$), Avoidance or absence and working condition ($b = -0.044$, $P < 0.05$), and Avoidance or absence and fear ($b = -0.062$, $P > 0.05$). Therefore, the results indicate that there is high significant relationship between avoidance or absence with socialization and working condition whereas no significant relationship between Avoidance or absence and remaining variables of motivation.

Based on present findings, we do not reject H_{1a} , H_{1b} , and H_{1d} , as most of motivational variables have strong relationship with inspirational motivation, idealized influence, and individualized consideration (dimensions of transformational leadership style). However, intellectual stimulation has less linkage with majority of motivational variables, thus we reject H_{1c} . Therefore, on the basis of majority, it is concluded that transformational leadership has strong relationship with female employee motivation as overall score of transformational leadership is 0.75. This is positive thus reflects that the correlation between transformational leadership (independent variable) and motivation (dependent variable) is significant.

Furthermore, the relationship between transactional leadership style and motivation is measured through transactional leadership's different dimensions and based on result findings; we do not reject H_{2a} and H_{2b} because significant relationship is evident between contingent reward and management-by-expectation (Active) with all types of motivation considered in present research. However, H_{2c} is rejected as evident management-by-expectation (Passive) has no significant relationship with all considered types of motivation. In addition to that, overall score of transactional leadership dimensions is 0.38 and positive. Although, the relationship is established but findings revealed that transformational leadership style motivates more than transactional leadership style as the correlation between transformational leadership and motivation is more strongly correlated in comparison to transactional leadership and motivation.

Moreover, we reject H_{3a} as there is no relationship established between Laissez-faire leadership style and motivational variables. In addition to that, the correlation between these research variables is negative. This indicates that under Laissez-faire leadership style, cultural-oriented female employees are not motivated.

Discussions and Evaluation

From interviews with female employees in the I.T sector of Pakistan, it is evident that majority of respondents believe that healthy and constructive interpersonal relations with peers, subordinates, and supervisors motivates them to exhibit high level of performance. In addition to that, participants were asked about dimensions of leadership and results revealed that majority of participants were motivated to perform well under inspirational motivation (dimension of transformational leadership style). Moreover, majority of participants stated that contingent reward motivates them to perform better even if it is in shape of fear. This means that to some extent transactional leadership style has positive moderate relationship with various types of considered motivational variables. Thus, this study supports the findings of Howell and Avolio (1993) and Bass (1998).

Large number of respondents stated that style of leader influence their behavior and performance. This means that present findings are aligned with the work of Loke (2001; Waldman et al., 2001; and Shim et al., 2001). In addition to that, employees prefer leaders that understand cultural aspects of employees as well environment and provide facilities that accommodate them to work in flexible manner. Moreover, the relationship between different motivation types and laissez-faire leadership style has not been established. Thus, based on interview results and survey questionnaire findings transformational leadership style has strong positive correlation with seven types of motivation, transactional leadership style has moderate positive correlation with selected sub-variables of motivation whereas no correlation is evident between laissez-faire leadership style and considered motivational variables. Therefore this study confirms the previous findings of Bass and Avolio (1994); Lok and Crawford (1999); Shim et al., (2001); and Loke (2001).

To certain extent transactional leadership has significant relation with motivational variables. The interview findings revealed that communication and supervision are key factors that motivate female employees to work in I.T sector. Supervision and communication are also evident in previous findings of Jandaghi et al., (2009); Bass (1995); and Bass and Avolio (1994) therefore all aforementioned studies are supported by present findings.

There is no significant relation between individualized consideration (transformational leadership's dimension) and entire sub-variables of employee motivation. Therefore, this study differs with the work of Gopal and Chowdhury (2014). On the other hand, this study revealed that inspirational motivation and individualized consideration has significant relation with employee motivation thus this study support the findings of Almintisir et al., (2013). However, this study also differs to some extent with the work of Almintisir et al., (2013) as present study found moderate significant relation between individualized influence and motivation whereas above mentioned study opposed it.

These outcomes are consistent with past studies demonstrating the importance of the positive impact of the transformational leadership's dimensions as well to certain extent transactional leadership style's dimension on the female employee motivation and the noteworthy negative effect of laissez-faire leadership on the motivation of the subordinate (Howell and Avolio1993; Bass and Avolio 1994; Bass 1998; Avolio1999; Lok and Crawford 1999; Loke, 2001; Waldman et al 2001; and Shim et al. 2002).

Moreover, the findings are consistent with some of the past studies which discovered that delivering on the as promised of a contingent reward has a significant impact on the motivation of female employee, recognition and responsibility are regularly acknowledge by observers to be most significant motivators among workforce. Therefore present study confirms work of Snape (1996) and Erkutlu (2008).

Conclusions and Recommendations

Female employees working in software houses (I.T sector) of Pakistan are motivated by interpersonal relations with subordinate, peers, and supervisors, recognition, flexibility, social rewards, friendly environment, socialization, responsibility and most importantly, improved working conditions. In order to ensure firms have motivated workforce, leaders must be able to 'walk-the-talk', with coeerce and accurate vision. World-famous management coach, Ken Blanchard rightly stated, "It is significantly vital for any type of organisation's leader to effectively communicate own vision continuously to make sure that there is no uncertainty in terms of the direction of a team in moving forward". Therefore, various well-known employment brands are renowned for their leadership values, focusing on flexible techniques to ensure employee engagement and commitment is maintained. Thus, the role of leaders further enhance in organisational settings to develop healthy, constructive and supportive environment for workforce in order to ensure effective and efficient organisational performance is attained by firm.

In conclusion, the survey findings revealed that an adequate balanced approach and mix of transformational and transactional leadership style is significant in I.T sector to motivate female employees. Furthermore, distinctive dimensions of different leadership styles with selected motivational variables have different type of relation. However, transformational leadership style is significant to motivate female workforce in I.T sector as most of its dimensions have significant relationship with considered types of motivation. Moreover, to some extent transactional leadership style can be used as some of its dimensions have positive moderate relation with selected sub-variables of motivation. However, in the I.T sector, laissez faire style of leadership is not effective in motivating cultural-oriented female employees.

Motivators such as liberty to commence activities by own and creativity should be the prime focus of modern day leaders in the organisational setting. Furthermore, leaders should focus on controlling job related stress, fatigue and boredom due to repetitive tasks, demonstration effect, and personality clash among employees and with leaders due to cultural differences. In addition to that, there is need of talent management as leaders must ensure that right type of employees is working at right positions. Appropriate chance should be given employees to grow in their respective career in order to be most productive asset of the organisation. The industry should work on developing soft skills in leaders as well invest in talented employees so that organisation has future leaders (succession planning). In rapidly expanding and constantly changing business environment, contingent and adaptive approach among leaders is essential to motivate employees through different motivational techniques as per need of situation.

Furthermore, organisations should invest in coaching and mentoring of leaders so that they comprehensively understand needs and skills of subordinates and avoid behavior reflecting laissez faire style. The constructive and healthy secure environment is essential for motivating workforce and improving their work efficiency. There is also need of personality test to be conducted before selecting candidate in order to evaluate personality trait so that he or she can be developed under the wing of suitable leadership style.

In addition to that, leaders need to develop strong advanced skills including; creativity, good listening, promoting same vision, team orientation, recognition and rewarding workers for exhibiting excellence in performance. The mutual trust and respect among leaders and employees is essential for success of the organisation.

Research Limitations and Future Implications

The design of present study is cross-sectional and commenced in short timeframe due to time constraint. Longitudinal penal studies would have been more suitable as within different timeframe one sample event could have been tested twice which would have revealed more accurate and consistent findings. Moreover, this study only covers IT sector of Pakistan thus study findings are restricted to specific sector. In addition to that, within I.T industry only private software houses were considered. Future researchers should consider comparative approach in this regard to measure research variables in different interlinked sectors. Moreover, research variables should be investigated in public and private I.T sector. Thus, present findings cannot be generalized to entire I.T industry. In other words, this cross-sectional study is conducted in specific timeframe therefore results are not contributing towards all time generalization.

In addition to that, only three styles of leadership were considered and their dimensions were measured with only seven sub-variables of motivation whereas there are many different types of leadership styles that are practiced in I.T industry. Furthermore, different types of job related motivation is experienced in this sector which is not being considered. Thus, this restricts our findings to specific styles of leadership and considered types of motivation. In other words, various other elements that can possibly affect employee motivation are not considered. Furthermore, only female employees were considered as sample size whereas Pakistan's I.T industry is male dominated. Thus, this means that present findings cannot be generalized to all types of employees working in I.T sector.

References

- Almintisir, A. B., Akeel, A. B., and Subramaniam, I. D. (2013). The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya. *Australian Journal of Basic and Applied Sciences*, 7(2): 99-108.
- Avolio, B. J., & Bass, B. M. (2006). *Multifactor Leadership Questionnaire: Sampler set, manual, forms, and scoring key* (3rd ed.). Menlo Park, CA: Mind Garden, Inc.
- Avolio, B. J. (1999). *Full range leadership development: Building the vital forces in organizations*. Thousand Oaks California: Sage.
- Avolio, B. J., Waldman, D. A., & Yammarino, F. J. (1991). Leading in the 1990's: the four I's of transformational leadership. *Journal of European industrial training*, 15(4):pp.1-8.
- Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.
- Bass, B. M., & Avolio, B.J. (1997). *The full range of leadership development*. Binghamton, NY: Center for Leadership Studies.
- Bass B. M., & Avolio, B. J. (1990). The implications of transactional and transformational leadership for individual, team, and organizational development, *Research in Organizational Change and Development*, Vol. 4 No. 1, p.231.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage Publications.
- Bennis W. & Nanus, B. (1985). *Leaders: the Strategies for Taking Charge*. New York: Harper Row.
- Brockner, J. (1988). *Self esteem at work*. Lexington, MA:D.C. Health and Company.
- Brooke, S. (2007). Leadership and Job satisfaction. *Journal of Academic Leadership*, Vol.4, No.1
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- DeCremer, D. (2003). Why inconsistent leadership is regarded as procedurally unfair: The importance of social self-esteem concerns. *European Journal of Social Psychology*, Vol.33, No.4, pp.535-550.
- Densten IL (2002). Clarifying inspirational motivation and its relationship to extra effort. *Leadership. Organ. Dev. J.*, 23(1): 40-44.
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness, *Journal of Management Development*, Vol. 27 No. 7, pp.708-726.
- Ghauri, S. (2013). Role of IT industry in Pakistan's economy. Accessed at: <http://www.pakistanpressfoundation.org/2013/06/role-of-it-industry-in-pakistans-economy/>.
- Givens, R. J. (2008). Transformational Leadership: The Impact on Organizational and Personal Outcomes. *Emerging Leadership Journeys*, Vol. 1 Iss. 1, pp. 4-24.
- Gopal, R., and Chowdhury, R.G. (2014). Leadership styles and Employee Motivation: An empirical investigation in a leading oil company in India. *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*. Vol. 2, Issue 5, 1-10. .
- Haque, A.U & Yamoah, F. (2014). "Gender Employment Longevity: I.T Staff Response to Organizational Support in Pakistan," *International Journal of Academic Research in Business and Social Sciences*, vol. 4(12), pages 324-347.
- Herzberg, F., Mausner, B., and Snyderman, B. B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley and Sons.
- Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated business-unit

- performance. *Journal of Applied Psychology*, 78, 891–902.
- Jandaghi, G., Matin, H. Z. and Farjami, A. (2009). Comparing transformational leadership in successful and unsuccessful companies. *African Journal of Business Management*. Vol.3 (7), pp. 272-280.
- Lok, P., and Crawford, J. (1999) "The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development", *Leadership & Organization Development Journal*, Vol. 20 Iss: 7, pp.365 - 374.
- Loke J. C. F. (2001). Leadership behaviours: effects on job satisfaction, productivity and organizational commitment. *Journal of Nurs Management*. Jul; 9(4):191-204.
- Lussier, R.N., and Achua, C.F. (2007). *Effective Leadership*. Thomson South Western.
- Meyer JP, Becker TE, Vandenberghe C (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *J. Appl. Psychol.*, 89(6): 991-107.
- Muhammad, P. (2012). Scholarship fund, IT centre for women announced. Accessed at: <http://tribune.com.pk/story/380468/women-in-it-scholarship-fund-it-centre-for-women-announced/>.
- Nunnally, J.C., 1978. *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
- PSEP (2013). *Information Technology*. Accessed at: <http://www.pakistanpressfoundation.org/tag/pseb/>.
- Quick, T. L. 1998. Expectancy theory in five simple steps. *Training and Development Journal*, Vol.52, No.9, pp.30-32.
- Quinn, R. E. (2004). *Building the bridge as you walk on it: a guide for leading change*. San Francisco: Jossey Bass.
- Shim, S., Eastlick, M. A., Lotz, S. L. and Warrington, P. (2001). An online prepurchase intentions model: The role of intention to search. *Journal of Retailing*, 77, 397-416.
- Snape, E., (1996). *Managing Human Resources for TQM: Possibilities and Pitfalls*. *Employee Relation*, Vol.17, No.4, pp. 20-27.
- Tichy, N. M., & Devanna, M. A. (1986). *The transformational leader*. New York: Wiley.
- Uddeen, M. (2014). List of Top Software Development Companies in Pakistan. Accessed at: <http://fugloo.blogspot.co.uk/2014/10/list-of-top-software-development.html>.
- Vroom, V.H. (1964), *Work and Motivation*, Wiley, New York, NY.
- Waldman, D. A., Bass, B. M., & Yammarino, F. J. (2001). Adding to contingent-reward behavior: The augmenting effect of charismatic leadership. *Group & Organization Studies*, 15, 381–394.
- Wexley K. N. & Yukl, G.A. (1984). *Organizational Behavior, People and Processes in Management*. Richard D. Irwin, Homewood, Illinois 60430.
- Wiley C (1997). What Motivates Employees According to Over 40 Years of Motivation Surveys? *Int. J. Manage.*, 18 (3): 263-281.
- Wyngaard A, Kapp C (2004).
- Yukl G.A. (1971). Toward a Behavioral Theory of leadership, *Organization Behavior and Human Performance*. Vol.6, pp. 414-440.
- Zeffane, R., & Connell, J. (2003). Trust and HRM in the new millennium. *International Journal of Human Resource Management*, 14(2), 1-9.
- Zikmund W G. (2003) *Business Research Methods*, 7th edition, Thomson/South-Western.