How Does Gender Affect the Relationship Between Leadership Style and Salesperson Intrinsic Motivation in Hong Kong?

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# Table of Contents

Acknowledgment
Abstract
List of Figures & Tables

I. **INTRODUCTION** ........................................................................................................... P.1
   1.1 Statement of Problem ............................................................................................... P.2
   1.2 Objectives of the Study ......................................................................................... P.2

II. **LITERATURE REVIEW** ............................................................................................... P.3
   2.1 Transformational Leadership .................................................................................. P.3
   2.2 Transformational Leadership and Transactional Leadership ............................... P.3
   2.3 Benefits of Transformational Leadership ............................................................. P.4
   2.4 Motivation ............................................................................................................. P.5
   2.5 Transformational Leadership and Motivation ..................................................... P.6
   2.6 Gender and Leadership Style ................................................................................ P.8
   2.7 Conceptual Model and Hypothesis ....................................................................... P.9

III. **METHODOLOGY** ......................................................................................................... P.10
    3.1 Sample .................................................................................................................. P.10
    3.2 Measurement ........................................................................................................ P.12
       3.2.1 Transformational Leadership MLQ (5x) ......................................................... P.12
       3.2.2 Intrinsic Motivation Inventory (IMI) .............................................................. P.13
    3.3 Data Analysis ....................................................................................................... P.13

IV. **FINDINGS AND ANALYSIS** .................................................................................... P.14
    4.1 Cronbach’s Alpha Reliability Test ........................................................................ P.14
    4.2 Simple Linear Regression ..................................................................................... P.14
    4.3 Multiple Linear Regression ................................................................................... P.15
    4.4 Moderator Analysis ............................................................................................. P.18

V. **DISCUSSION AND RECOMMENDATIONS** ............................................................... P.19
    5.1 Discussion ............................................................................................................. P.19
    5.2 Recommendations ............................................................................................... P.21

VI. **LIMITATION** ............................................................................................................. P.23

VII. **CONCLUSION** .......................................................................................................... P.24

References
Appendixes
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In addition, we would also like to thank our parents and friends who support us at all times.
This study investigated the relationship between transformational leadership and salespersons’ intrinsic motivation. The moderating effect of gender also examined on this relationship. Based on this construct, this research further explores the relationship between components of transformational leadership and salespersons’ intrinsic motivation. This research collected 84 valid data from salespersons (male = 34, female = 50) Also, this research collect the data of supervisor’s gender (male = 31, female = 53). The result showed that there is a positive relationship between transformational leadership and salespersons’ intrinsic motivation. Also, the result supported that some of the components of transformational leadership had the positive relationship of some of the components of salespersons’ intrinsic motivation. However, there is no evidence to support the moderating effect of gender on the relationship of transformational leadership and salespersons’ intrinsic motivation. Recommendations also discussed as follows.
LIST OF FIGURES & TABLES

Figure:
Figure 1. Conceptual Model P.9

Tables:
Table 1. The Descriptive Data of Sample P.11
Table 2. Cronbach’s Alpha Reliability Test P.14
Table 3. Simple Linear Regression for Transformational Leadership Predicting Salespersons’ Intrinsic Motivation P.14
Table 4. Multiple Linear Regression for Transformational Leadership Variables Predicting Interest/Enjoyment P.15
Table 5. Multiple Linear Regression for Transformational Leadership Variables Predicting Perceived Competence P.16
Table 6. Multiple Linear Regression for Transformational Leadership Variables Predicting Relatedness P.17
Table 7. Moderator Analysis for Supervisor’ Gender on Relationship of Transformational Leadership and Salespersons’ Intrinsic Motivation P.18
Appendixes:
Appendix A Invitation Letter P.31
Appendix B Reference Letter for Invitation P.33
Appendix C Questionnaire of Transformational Leadership and Salespersons’ Intrinsic Motivation P.35
Appendix D SPSS Output P.40
I. INTRODUCTION

Transformational leadership is a well-known theory in the field of organization management. Several studies have been conducted to explore the effects of transformational leadership style. (Burns, 1978; Bass, 1998) For example, according to the theoretical framework developed by Burns (1978), transformational leadership helps create values and inspire employees. In addition, transformational leader were also found to improve leader-employee relationships by stimulating trust, between the two parties and a leader’s confidence in his or her subordinates (Einstein & Humphreys, 2001).

While the world has seen considerable improvement in terms of gender equity in recent years, gender stereotyping remains an issue worth exploring. Chow (2005) notes that male roles are usually associated with strength and competency, while female roles are described as expressive and warm. These stereotypes influence the impression for female managerial roles. Researchers have also investigated the relationship between gender and leadership style; Eagly and Johnson (1990) reveal that people tend to hold a negative attitude towards women in managerial roles.
1.1 Statement of Problem

As reported by previous research in the fields of transformational leadership and motivation, females have a disadvantage when they pursue managerial roles (Chow, 2005, Eagly and Johnson, 1990). In addition, according to the 2010 Hong Kong Population Census, of the 347,200 managers and administrators, 240,700 are males and only 106,500 are females. What role does transformational leadership play in explaining this gender gap? Do gender differences in transformational leadership affect the motivation of the employees?

1.2 Objectives of the Study

This research looks at the relationship between salespersons’ motivation and transformational leadership style in Hong Kong and how gender differences affect this relationship. The objectives of this study are to:

- Investigate the relationship between salespersons’ motivation and transformational leadership style
- Examine how the gender of the leader moderates this relationship
II. LITERATURE REVIEW

2.1 Transformational Leadership

Transformational leadership has been described as a behavior that inspires followers to achieve higher standards of motivation and morality (Burns, 1978; Bass, 1985; Bass & Riggio, 2006). Also, transformational leaders are believed to transform subordinates’ beliefs, values and attitudes, and motivate them to work beyond expectation (Yukl, 1999). Transformational Leadership has four components: Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration (Bass and Riggio, 2006). Idealized influence means the leader serve as role models in an organization with high ethical and moral conduct. As a result, its followers will be fully trust and respect their leader, as well as of their own organization. Inspirational Motivation defined as the transformational leaders generate clear expectations for the followers to achieve and offering meanings to their jobs (Bass and Giggio, 2006). It helps to motivate team spirit and enhance an optimist environment for the followers. Such leaders bring hope and optimism to their followers (Keung, 2011). Intellectual stimulation means leaders encourage their followers to be creative and innovative. There will be no criticism; even when their ideas are different from the leaders (Bass & Riggio, 2006). Finally, individualized consideration illustrates that leaders offer special attention and act as a coach and instructor (Bass & Riggio, 2006). By providing a special attention to an individual, the followers can gain greater level of job satisfaction and motivation (Lian & Tui, 2012).

2.2 Transformational Leadership and Transactional Leadership

Transactional leadership illustrated as a desire to exchange between leader and their subordinates (Schriberg et al., 2002). Transactional leadership has two components: contingent reward and management-by-exception. Contingent reward refers to “The leader and follower agree on what the follower needs to do to be rewarded or to avoid punishment” (Bass, 1985, p.121). In other words, leaders offer positive reinforcement to motivate their followers. Management-by-exception means that leaders
How Does Gender Affect the Relationship Between Leadership Style and Salesperson Intrinsic Motivation in Hong Kong?

will provide negative feedback or contingent negative reinforcement when something needs to correct (Bass, 1985). We can see the negative feedback and reinforcement as an encouragement and advice for followers, instead of disapproval.

There is a major difference between transformational leadership and transactional leadership. Bass and Avolio (1997) pointed out that transformational is a leadership used to create radical change and transactional leadership is used to make incremental change. Since transformational leadership emphasize in inspiring and creating value for followers, so it implies a fundamental change for followers. As for the transactional leadership, leaders use rewards and corrective actions to influence their followers. Thus, unlike transformational leadership, these actions can be classified as additional factors.

“Transactional leaders tend to be more passive as transformational leaders demonstrate active behaviors that providing a sense of mission” (Odumeru and Ogbonna, 2013). Therefore, we can say that transformational leadership and transactional leadership are leading to two different directions. It also contains different measurement and scales. The following session will discuss the benefit of transformational leadership and how it is also fit for our research.

2.3 Benefits of Transformational Leadership

Some studies mentioned that transformational leadership is better than transactional leadership. According to the research done by You-De et al. (2013), the research result concluded that hotel manager in Taiwan tend to hire transformational leaders rather than transactional leader.

Based on our research purpose, we would like to focus on the intrinsic motivation of followers, transformational leadership is more likely emphasize on the internal factors of followers. We would like to study our topic by using transformational leader instead of transactional leadership as our main focus.
Motivation

Motivation is defined as the intention to obtain an action to meet unmet needs (Maslow, 1943; Maslow, 1970). Several scholars from the past century till now have developed a number of theories to analyze the desire to achieve unmet needs (Maslow, 1943; Herzberg, Mausner & Synderman 1959).

Maslow (1943) points out the 5 levels of needs of motivational process: physiological needs, safety needs, social needs, esteem needs and self-actualization. The theory assumes that lower level needs have to be fulfilled before higher level needs. In application of workplace, organizational culture, work environment, sense of belongingness can be classified as safety needs, social needs and higher level needs of employees. In order to boost the performance of followers, it stated that leaders should more focus on the higher level needs of employees instead of physiological needs.

Additionally, motivation can be classified as extrinsic factors or intrinsic factors. (Herzberg, Mausner & Synderman 1959; Herzberg, 1968; Deci 1971) According to the two factor theory, extrinsic factors consist of pay, working environment and relationships (Herzberg et al., 1959). Intrinsic factors include the achievement, autonomy and recognition (Herzberg et al., 1959) Followers can be motivated by leaders extrinsically and intrinsically. Similarly, Deci (1971) proposed another interpretation as extrinsic motivation and intrinsic motivation. Extrinsic motivation can be described as a person motivated by receiving the controlled rewards or obviating pain. (Gagné & Deci, 2005) In the research, Gagné & Deci (2005) explained intrinsic motivation as a person can be motivated by receiving the enjoyment and gratification from the job itself.

To extend Deci’s point of view, Self-Determination Theory (SDT) was developed on the concept of extrinsic motivation and intrinsic motivation. (Deci & Ryan, 1985; Deci & Ryan 2000) In this theory, Deci & Ryan (2000) articulated that people would be intrinsically motivated when they feel competent,
related to others and autonomous. Competence can be interpreted as the person perceive their ability can achieve and contribute to goals. (Teodorescu & Binder, 2004) Deci & Ryan (2000) addressed that autonomy is the flexibility of work and allow to choose for their action. In brief, a person would be satisfied when being a part of others and having social support. (Baumeister & Leary, 1995)

In context of transformational leadership style, our team has chosen Self-Determination Theory (SDT) to study the salespersons’ motivation. It helps us to analyze the salespersons’ intrinsic motivation in related to transformational leadership attributes. The relationship of transformational leadership and SDT will be discussed in the following section.

2.5 Transformational Leadership and Motivation

In the earlier research, Deci (1971, 1972) discovered that extrinsic motivation, like tangible rewards, reduce intrinsic motivation and intangible extrinsic motivation as verbal rewards increase the intrinsic motivation. As well as transformational leadership, different components like inspirational motivation and intellectual stimulation. In other words, leaders are not focus on tangible extrinsic motivation, more likely on verbal rewards and concern about salesperson’s feeling. To a certain extent, it is appropriate to use the autonomy, competence and relatedness of SDT, representing of intrinsic motivation, to evaluate effectiveness of transformational leadership towards salesperson motivation.

On top of that, Buble, Juras and Matic (2014) mentioned that leadership style and motivation contain an interactive relationship. Moreover, various researches reflect that leadership style is influential to motivation. (Mehta et al. 2003) Thus, it shows that leadership style is important to influence the motivation of followers.
On the other hand, one of the recent researches have stated that transformational leadership is significantly correlated to intrinsic motivation. This researcher gained significant results that intrinsic motivation is significantly correlated to the components of transformational leadership. (Barbuto, John E, Jr. 2005) Besides, according to a study which explore the transformational and transactional leadership of employees in Pakistan, again it got the same results that transformational leadership have significant correlation to employees’ motivation. (Chaudhry, Javd & Sabir. 2012) Therefore, the hypothesis was outlined as follows:

Hypothesis 1: There is a positive relationship between transformational leadership and salespersons’ intrinsic motivation.

Hence, transformational leadership not only gain significant correlation to motivation as a whole, but can also measure through the components of transformational Leadership individually. Instead of simply explore the relationship between transformational leadership and salespersons’ intrinsic motivation; we would like to conduct an in-depth analysis and examine the relationship of each individual component. Thus, the hypotheses were formulated as follows:

Hypothesis 2: There is a positive relationship between Individual Consideration and Interest/Enjoyment.

Hypothesis 3: There is a positive relationship between Inspirational Motivation and Perceived Competence.

Hypothesis 4: There is a positive relationship between Intellectual Stimulation and Relatedness.

Hypothesis 5: There is a positive relationship between Appropriate Role Model and Relatedness.

Hypothesis 6: There is a positive relationship between Inspirational Motivation and Interest/Enjoyment.
Gender and Leadership Style

Some studies examined the relationship between gender and leadership style, and the result is quite surprising. Mandell and Pherwani (2003) discovered that there is no heavy difference between gender and leadership style. Also, according to Bass and Riggio (2006), they have stated that “In the studies of male and female managers in actual work organizations, there were no significant differences.” (P.114)

Maybe the result by the previous researchers has already shown us the unobvious relationship between gender and leadership style. Yet, there are some limitations of their research and the changing environment of nowadays society can also affect the result of gender and leadership style.

According to Carless (1998), the scale of the project will also affect the result. The author explained that the results could be affected, since male managers are more concern of transformational leadership than female staffs. Besides, Bass and Giggio (2006) also described women might perform better in developing the characteristics of being a transformational leader, as the organizational culture is different from the old days.

Since the research setting of the previous studies is different from modern Hong Kong, there is value in studying gender differences among managers in Hong Kong. The hypothesis was formulated in below:

**Hypothesis 7:** The relationship between transformational leadership and salespersons’ intrinsic motivation is stronger for female supervisors than for male supervisors.
How Does Gender Affect the Relationship Between Leadership Style and Salesperson Intrinsic Motivation in Hong Kong?

Conceptual Model and Hypothesis

Independent Variable: Salesperson’ Intrinsic Motivation

Dependent Variable: Transformational Leadership

Moderating Variable: Gender

Figure 1. Conceptual Model

In figure 1, transformational leadership have the positive relationship to salespersons’ intrinsic motivation. In addition, moderator (gender) has been added to examine the effect on transformational leadership and salespersons’ intrinsic motivation.

Hypothesis 1: There is a positive relationship between transformational leadership and salespersons’ intrinsic motivation.

Hypothesis 2: There is a positive relationship between Individual Consideration and Interest/Enjoyment.

Hypothesis 3: There is a positive relationship between Inspirational Motivation and Interest/Enjoyment.

Hypothesis 4: There is a positive relationship between Inspirational Motivation and Perceived Competence.

Hypothesis 5: There is a positive relationship between Intellectual Stimulation and Relatedness.

Hypothesis 6: There is a positive relationship between Appropriate Role Model and Relatedness.

Hypothesis 7: The relationship between transformational leadership and salespersons’ intrinsic motivation is stronger for female supervisors than for male supervisors.
III. METHODOLOGY

1.3 Sample

First of all, salespersons of 24 organizations were contacted. These companies ranged are large local corporations and multinational corporations of industries like theme park, telecommunications, retail, etc. Letter of invitation was sent to the customer service and marketing department of individual organization explaining the research purpose in detail and including digital online survey hyperlink.

Originally, 100 sample from corporations was expected. However, the response rate was not as satisfactory as we expect. Out of the 24 organization, 10 surveys were returned. Due to the time constraint, on-site data collection has been conducted. Finally, 104 response were being gather, 84 of them were valid data. In table 1, most of the respondents (salespersons) are female, which is 59.5%. And, similar to their supervisor, 63.1% of supervisors are female. And, most of the respondents (salespersons) are aged between 21 – 30 (71.4%) and 20.2% of them are aged 18 – 20. Also, there are 56% of respondents (salespersons) having the same gender with their supervisors.

According to Joseph, William, Barry and Rolph (2009), they discuss the power levels in different regression models. Multiple regression were used in this research. Multiple regression power can detect the significant level of regression coefficient at sustain sample size and significance level. They also point out the large sample do not equal to high significant, since it will be very sensitive on getting the significant result.

In this research, we employs 2 independent variables, use a = 0.05 significance level. A sample of 84 respondents detects $R^2$ value of more than 10 percent and no more than 19 percent. In this regard, the significant level of regression coefficient is acceptable as its position in moderate level.
Table 1. The Descriptive Data of Sample

<table>
<thead>
<tr>
<th>Variables</th>
<th>Groups</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Salesperson’s Gender</td>
<td>Male</td>
<td>34</td>
<td>40.5</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>50</td>
<td>59.5</td>
</tr>
<tr>
<td>3. Supervisor’s Gender</td>
<td>Male</td>
<td>31</td>
<td>36.9</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>53</td>
<td>63.1</td>
</tr>
<tr>
<td>4. Age of Salespersons</td>
<td>18-20</td>
<td>17</td>
<td>20.2</td>
</tr>
<tr>
<td></td>
<td>21-30</td>
<td>60</td>
<td>71.4</td>
</tr>
<tr>
<td></td>
<td>31-40</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td>41-50</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td>51-60</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>5. Same Gender of Supervisor and Salesperson</td>
<td>The Same</td>
<td>47</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Not the same</td>
<td>37</td>
<td>44</td>
</tr>
</tbody>
</table>
3.2 Measurement

3.2.1 Transformational Leadership – MLQ (5X)

By using the MLQ (5x-Revised; Bass & Avolio, 1997), transformational leadership can be measure by two forms. The first one is Leader form, which use to reflect the frequency of his/her behavior. In order to avoid bias and ensure the efficient, there is also a rating form for his/her followers. Five-point ratings scales will be conducted (0=Not at all to 4 = Frequently, if not always). Five factors of MLQ (5X) are “Idealized Influence (Attributed Charisma)”, “Idealized Influence (Behaviors)”, “Inspirational Motivation”, “Intellectual Stimulation” and “Individualized Consideration”(Bass & Avolio, 1997).

Despite the fact that MLQ-5X is the popular method for examine the transformational leadership (Avolio & Yammarino, 2002), it also contains some limitation. According to Tepper and Percy (1994), they claimed that idealized influence and inspirational motivation should form as an underlying dimension. Tepper and Percy (1994) results illustrate that “idealized influence and inspirational motivation scales converged to form a single latent construct” (P. 4).

Therefore, instead of using the idealized influence, we would like to use appropriate role modeling. Appropriate role modeling is defined as leader set as an example for the followers to follow and the followers like to pursue values that the leaders embrace.

Besides, by comparing appropriate role modeling and idealized influence, appropriate role modeling is more appropriate in our research topic. Idealized influence it measures whether the leaders can exercise high ethical and moral standard. While appropriate role modeling is measure the acceptance of their followers. In this regard, since we would like to assess the perception from the salesperson perspective, so appropriate role modeling can make it easier for us to gain a more accurate insight.

Hence, we indicated that appropriate role modeling will be more suitable than idealized influence.
3.2.2 Intrinsic Motivation Inventory – IMI

Intrinsic Motivation Inventory contains seven subscale scores, which include “Interest/Enjoyment”, “Perceived Competence”, “Effort/Importance”, “Value/Usefulness”, “Pressure/Tension”, “Perceived Choice” and “Relatedness”. It is a multidimensional scale to access respondents’ experiences according to different activities. Many studies and researches used this scale to investigate intrinsic motivation and self-regulation. (Ryan, Mims & Koestner, 1983; Ryan, Koestner & Deci, 1991)

Since not all the subscales are appropriate in our research, we would like to use 4 of them, which are “Interest/Enjoyment”, “Perceived Competence”, “Pressure/Tension” and “Relatedness”. These are designed to measure the salespersons’ interest in their job and pressure received from their work. It helps to determine whether they feel competent to handle the work and feel close to their supervisor or not. These subscales are examined on five-point rating scales.

3.3 Data Analysis

Before analyzing the data, Cronbach’s alpha reliability test will be performed to see whether the multiple item scale of transformational leadership and salespersons’ intrinsic motivation are reliable or not. To examine the main relationship between transformational leadership and salespersons’ intrinsic motivation, simple linear regression will be conducted. For investigating the relationship between the components of transformational leadership and salespersons’ intrinsic motivation, multiple linear regression will be used. And, same method will be used to investigate the moderating effect of gender difference in the relationship of transformational leadership and salespersons’ intrinsic motivation.
IV. FINDINGS AND ANALYSIS

4.1 Cronbach’s Alpha Reliability Test

Before analyzing the data, the reliability of the scale was examined by using Cronbach’s Alpha reliability testing. Two different scales were used to measure transformational leadership and intrinsic motivation. Nunnally (1978) mentioned that 0.7 or above would be an acceptable reliability coefficient for the basic research. As shown in the table 2, the scale for transformational leadership was 0.875, which was over 0.7, so it would be acceptable in this research. For salespersons’ intrinsic motivation, the scale was scored 0.717, which was lower than scale of transformational leadership but still over 0.7. The reliability of these two scales are acceptable in this research.

Table 2. Cronbach’s Alpha Reliability Test

<table>
<thead>
<tr>
<th>Scale</th>
<th>Alpha Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>0.875</td>
</tr>
<tr>
<td>Salespersons’ Intrinsic Motivation</td>
<td>0.717</td>
</tr>
</tbody>
</table>

4.2 Simple Linear Regression

Simple linear regression was performed to examine the main relationship between transformational leadership and salespersons’ intrinsic motivation. According to Hypothesis 1, transformational leadership was tested as independent variable while salespersons’ intrinsic motivation was used as dependent variable. The equation was formulated as follow:

Salespersons’ Intrinsic Motivation = Transformational Leadership $\beta_1 + C$

In the result, since $\beta = 0.391$, $p = 0 < 0.05$, and the $p$ value less than 0.01, more accurate result was found. There is a positive relationship between transformational leadership and salespersons’ intrinsic motivation, which means not to reject the Hypothesis 1.

Table 3. Simple Linear Regression for Transformational Leadership Predicting Salespersons’ Intrinsic Motivation

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>$\beta$</th>
<th>$\Delta R^2$</th>
<th>$F_\Delta$</th>
<th>$p$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>0.391</td>
<td>0.358</td>
<td>45.660</td>
<td>0.000</td>
</tr>
</tbody>
</table>

*Dependent variable: Salespersons’ Intrinsic Motivation
4.3 Multiple Linear Regression

4.3.1 Interest/Enjoyment and Transformational leadership style

To investigate the relationship between components of transformational Leadership and components of salespersons’ intrinsic motivation, multiple linear regression was used. According to Hypothesis 2 and 3, Individual Consideration, Inspirational Motivation, Intellectual Stimulation and Appropriate Role Model were performed as independent variables and Interest/Enjoyment as dependent variable. The equation was formulated as follow:

\[ IE = IC \beta_1 + IM \beta_2 + IS \beta_3 + ARM \beta_4 + C \]

In table 4, since \( \beta = 0.320, p = 0.002 < 0.05 \). There is a significant relationship between the transformational leadership component of “Individual Consideration” and salespersons’ intrinsic motivation component of “Interest/Enjoyment”, which means not to reject the Hypothesis 2.

In addition, there was not significant relationship (\( \beta = 0.237, p = 0.072 > 0.05 \)) between transformational leadership component of “Inspirational Motivation” and salespersons’ intrinsic motivation component of “Interest/Enjoyment”. Thus, Hypothesis 3 is not significant. As a result, provide the supported that there is no positive relationship between inspirational motivation and interest/enjoyment.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>( \beta )</th>
<th>( \Delta R^2 )</th>
<th>( F_\Delta )</th>
<th>( p )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Consideration (IC)</td>
<td>0.320</td>
<td>0.392</td>
<td>12.738</td>
<td>0.002</td>
</tr>
<tr>
<td>Inspirational Motivation (IM)</td>
<td>0.237</td>
<td>0.392</td>
<td>12.738</td>
<td>0.072</td>
</tr>
<tr>
<td>Intellectual Stimulation (IS)</td>
<td>0.052</td>
<td>0.392</td>
<td>12.738</td>
<td>0.667</td>
</tr>
<tr>
<td>Appropriate Role Model (ARM)</td>
<td>0.154</td>
<td>0.392</td>
<td>12.738</td>
<td>0.162</td>
</tr>
</tbody>
</table>

*Dependent variable: Interest/Enjoyment*
4.3.2 Perceived Competence and Transformational leadership style

Multiple Linear Regression was also used to investigate the other component in the relationship between transformational Leadership and salespersons’ intrinsic motivation. For Hypothesis 4, Individual Consideration, Inspirational Motivation, Intellectual Stimulation and Appropriate Role Model were performed as independent variables and Perceived Competence as dependent variable. The equation was defined as follow:

\[ PC = IC \beta_1 + IM \beta_2 + IS \beta_3 + ARM \beta_4 + C \]

As shown in table 5, there is a significant relationship (\( \beta = 0.317, p = 0.009 < 0.05 \)) was found between Inspirational Motivation and Perceived Competence, which consistent with Hypothesis 4.

**Table 5. Multiple Linear Regression for Transformational Leadership Variables Predicting Perceived Competence**

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>( \beta )</th>
<th>( \Delta R^2 )</th>
<th>F( \Delta )</th>
<th>( p )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Consideration (IC)</td>
<td>-0.080</td>
<td>0.089</td>
<td>1.919</td>
<td>0.382</td>
</tr>
<tr>
<td>Inspirational Motivation (IM)</td>
<td>0.317</td>
<td>0.089</td>
<td>1.919</td>
<td>0.009</td>
</tr>
<tr>
<td>Intellectual Stimulation (IS)</td>
<td>-0.015</td>
<td>0.089</td>
<td>1.919</td>
<td>0.895</td>
</tr>
<tr>
<td>Appropriate Role Model (ARM)</td>
<td>-0.096</td>
<td>0.089</td>
<td>1.919</td>
<td>0.337</td>
</tr>
</tbody>
</table>

*Dependent variable: Perceived Competence
4.3.3 Relatedness and Transformational leadership style

Multiple linear regression was conducted to examine the relationship between relatedness (Salespersons’ intrinsic motivation) and four components of Transformational leadership style. The equation was formed in below:

$$R = IC\beta_1 + IM\beta_2 + IS\beta_3 + ARM\beta_4 + C$$

In table 6, a significant relationship ($\beta = 0.299, p = 0.044 < 0.05$) was discovered in the relatedness and intellectual stimulation of salespersons’ intrinsic motivation and transformational leadership style. Therefore, Hypothesis 5 is significant. It explains that there is positive relationship between intellectual stimulation and relatedness.

Aside from the above, relatedness also gain a significant relationship ($\beta = 0.427, p = 0.002 < 0.05$) with appropriate role modeling. Thus, based on the findings from the above equation, Hypothesis 6 is supported. In other word, there is positive relationship between appropriate role modeling and relatedness.

| Table 6. Multiple Linear Regression for Transformational Leadership Variables Predicting Relatedness |
|---------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Independent Variable                                         | $\beta$         | $\triangle R^2$ | $F\triangle$    | $p$             |
| Individual Consideration (IC)                                | 0.077           | 0.411           | 13.775          | 0.524           |
| Inspirational Motivation (IM)                                | 0.086           | 0.411           | 13.775          | 0.587           |
| Intellectual Stimulation (IS)                                | 0.299           | 0.411           | 13.775          | 0.044           |
| Appropriate Role Model (ARM)                                 | 0.427           | 0.411           | 13.775          | 0.002           |

*Dependent variable: Relatedness
4.4 Moderator Analysis

A moderator analysis was used to test whether the transformational leadership style and salespersons’ intrinsic motivation is moderated by gender. Independent variable was defined as transformational leadership style and gender. Salespersons’ intrinsic motivation was adopted as dependent variable. The regression equation was outlined as follows:

\[
\text{Salespersons’ Intrinsic Motivation} = \text{Transformational Leadership } \beta_1 + \text{Gender of Supervisors } \beta_2 + \text{TransL}_x\_\text{Gender } \beta_3 + C
\]

As shown in table 7, the relationship was not significant (\(\beta = -0.044, p > 0.05\)). It shows that there was not enough evidence for Hypothesis 7 that the relationship between transformational leadership style and salespersons’ intrinsic motivation is stronger for female supervisors than for male supervisors.

<table>
<thead>
<tr>
<th>Table 7. Moderator Analysis for Supervisor’ Gender on Relationship of Transformational Leadership and Salespersons’ Intrinsic Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Variable</td>
</tr>
<tr>
<td>Supervisor Gender</td>
</tr>
<tr>
<td>Transformational Leadership</td>
</tr>
<tr>
<td>Gender_x_Transformational Leadership</td>
</tr>
</tbody>
</table>

*Dependent variable: Salespersons’ Intrinsic Motivation*
V. DISCUSSION AND RECOMMENDATION

5.1 Discussion

According to the findings, it proved the positive relationship between transformational leadership and salespersons’ intrinsic motivation. When the supervisor performed transformational behavior, the salesperson would motivated intrinsically, which consistent with the previous research (Barbuto, John E, Jr. 2005). This relationship helped to explain the relationship in different component of transformational leadership and component of salespersons’ intrinsic motivation.

The result also supported that the positive relationship between “Individual Consideration” of transformational leadership and “Interest/Enjoyment” of salespersons’ intrinsic motivation. This relationship illustrated that supervisor performed in a better understanding of salespersons, the more enjoyment they received in their job. Since the supervisor showed their consideration, it would not just the immediate reward to salesperson, they would more likely to enjoy their work. Furthermore, there is not a significant relationship in transformational leadership component of “Inspirational Motivation” and salespersons’ intrinsic motivation component of “Interest/Enjoyment”. This relationship explains that even though leaders talks optimistically or encourage followers positively, there will be no effect on increasing the interest or enjoyment of followers. Sansone and Thoman (2005) mention that individual will more likely to undertake the job even it is not interesting, if there are good reasons. It illustrated that to enhance the interest or enjoyment of followers, there should be a good reason. As inspirational motivation is a verbal encouragement, so it creates immediate stimulation only. In this regard, it may not be a very good reason for followers to feel interest or enjoyment in their job.

Moreover, the regression analysis also showed that the significant relationship between transformational leadership component of “Inspirational Motivation” and salespersons’ intrinsic motivation component of “Perceived Competence”. It explained that salesperson would feel more
How Does Gender Affect the Relationship Between Leadership Style and Salesperson Intrinsic Motivation in Hong Kong?

competent in their work if their supervisor displayed the verbal encouragement to them. Thus, the salesperson could strive for better work performance when supervisor give more verbal encouragement.

Significant relationship was discovered between the salespersons’ intrinsic motivation of “Relatedness” and the transformational leadership style of “Intellectual Stimulation. This finding helps to explain that when leaders are more open minded and tend to lead their followers to solve problems in a new perspective, followers like to get closer with the leaders. According to Hetland et al. (2011), the author stated that transformational leader and relatedness has significant correlations. Therefore, leaders who encourage followers to perform in a new way, it motivates followers to gain social support within an organization.

Aside from the above, significant relationship also found between the salespersons’ intrinsic motivation of “Relatedness” and the transformational leadership style of “Appropriate role modeling”. “Appropriate role modeling illustrates stronger correlation than “Intellectual Stimulation”. In other word, demonstrate as a good example contribute more on motivate followers to stay closer to leaders. In the organization, setting up a good role model is essential to establish a better relationship with followers. It not only establishes relationship, but also motivates followers to strive for better performance.

According to the previous result, moderator does not have influence on the relationship between transformational leadership style and salespersons’ intrinsic motivation. In view of this, it indicates that female and male supervisors have the same effect in the relationship between transformational leadership style and salespersons’ intrinsic motivation. Explanation from the organization and industries atmosphere could be useful to illustrate this situation. In the earlier research, Eagly and Makhijani (1992) point out that women has been evaluated negatively, due to male-dominated business cultures. Hence, this phenomenon may affect the moderator of gender in describing the relationship between transformational leadership style and salespersons’ intrinsic motivation.
5.2 Recommendation

The findings in this research provide evidence that there is positive relationship between transformational leadership style and salesperson’s intrinsic motivation. This relationship could be useful in corporations from marketing perspectives.

First and foremost, since transformational leadership can bring positive impact to salespersons’ intrinsic motivation, so organization in different field could provide training programmes in enhancing the supervisors or managers leadership skill. Being a transformational leader not only can motivate salespersons’ to strive for excellent performance, but can also create a positive working atmosphere. It is essential for marketers to become a good team player, so as to integrate with different parties.

From the marketing perspective, the positive relationship between “Individual Consideration” of transformational leadership and “Interest/Enjoyment” support the good application in sales force management. For example, supervisor display the better understanding of salespersons, they can arrange the right tasks to the right salesperson in order to gain the better work performance, while the salesperson also enjoy their job.

Moreover, the positive relationship between transformational leadership component of “Inspirational Motivation” and salespersons’ intrinsic motivation component of “Perceived Competence” help the organization to understand the key of increasing salespersons’ work performance. It suggested that the supervisor could give more verbal encouragement in order to enhance the performance of salespersons. The organization is recommended to advise the existing supervisors to express their appreciation, which can benefit the overall organization’s performance and profitability.

Besides, the result reflected that “Relatedness” from salespersons’ intrinsic motivation is significant to “Intellectual stimulation” and “Appropriate role modeling” of transformational leadership.
By providing guidance for problems solving and setting as a good example, it could enhance the relationship between leaders and salespersons’. In this regard, companies could address the importance of these components and to demonstrate how to be good team players in an organization. Put it into a practical situation, marketers may need to engage in sales force management. This finding is beneficial for those marketers to better manage the sales force and make sure it adopts a right attitude.

Nevertheless, there is no effect in male and female in the relationship between transformational leadership and salespersons’ intrinsic motivation. Bass and Giggio (2006) point out that in developing the characteristic of being a transformational leader, women may have higher potential than male. Women are having advantage on performing stronger interpersonal skill and communication skill. Hence, in a commercial situation, the ability of women should not be under-estimate.
VI. LIMITATION

5.1 Sample Size

104 surveys have been collected, only 84 of them are valid because of the time constraint. Digital email with letter of invitation and online survey hyperlink was included, but the response rate from the official organizations was not as satisfactory as we expected. Most of the response was come from our own social network with those who have sales working experience. Thus, the result may not explain the real situation on leadership style and motivation of the salespersons’ accurately. Aside from the above, out of 84 valid responses, the number of male supervisors is more than female supervisors. It may limit our finding in exploring the gender different in leadership style and motivation of the salespersons’.

5.2 Sampling Method

Besides, questionnaire was distributed to salesperson only due to the time constraint. It was challenges to provide questionnaire for both supervisors and salespersons’ with limited time. Therefore, one side response had been collected. It may affect our finding in explaining the positive relationship between leadership style and salespersons’ motivation. The result may not be accurate enough to show whether the supervisor is performing transformational leadership.
VII. CONCLUSION

To sum up, this research aimed to examine the relationship between transformational leadership and salespersons’ intrinsic motivation. Also, the moderator analysis performed to investigate the moderating effect of gender on the relationship between transformational leadership and salespersons’ intrinsic motivation.

For further exploration, the relationship in components of transformational leadership and the components salespersons’ intrinsic motivation are examined by multiple regression analysis. The positive relationship of “Individual Consideration” of transformational leadership and “Interest/Enjoyment” of salespersons’ intrinsic motivation was found. This research also explained the positive relationship of “Inspirational Motivation” of transformational leadership and “Interest/Enjoyment” of salespersons’ intrinsic motivation. Moreover, the result suggested that the positive relationship of “Inspirational Motivation” of transformational leadership and “Perceived Competence” of salespersons’ intrinsic motivation. The positive relationship of “Intellectual Stimulation” of transformational leadership and “Relatedness” of salespersons’ intrinsic motivation also was found. The result reported the positive relationship of “Appropriate Role Model” of transformational leadership and “Relatedness” of salespersons’ intrinsic motivation.

However, there are no moderating effect of gender on the relationship of transformational leadership and salespersons’ intrinsic motivation. This research suggested that the way of showing transformational leadership should not base on gender, the organization should not underestimate the ability of women.


How Does Gender Affect the Relationship Between Leadership Style and Salesperson Intrinsic Motivation in Hong Kong?


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http://search.proquest.com/docview/196904482?accountid=11440


How Does Gender Affect the Relationship Between Leadership Style and Salesperson Intrinsic Motivation in Hong Kong?


Appendix A

Invitation Letter
Dear Respondent,

**Re: Questionnaire for Salesperson Motivation and Leadership Style**

We are Year 4 students from the Hong Kong Baptist University, working on an academic project in partial fulfillment of the graduation requirements for the Bachelor of Commerce in Marketing (Honours) programme. We would like to invite your participation in this project, which looks at the relationship between motivation and leadership style.

This questionnaire will take 5 to 10 minutes to complete. All provided information on the questionnaire is confidential and will only be used for academic purposes.

We would be grateful if you can return the completed questionnaire to us by the following link [https://hkbuhk.qualtrics.com/SE/?SID=SV_4PdqId7rfhU6yd7](https://hkbuhk.qualtrics.com/SE/?SID=SV_4PdqId7rfhU6yd7). If you have any questions about this exercise, please contact us at 95578683 (Sam Lui) or 51335022 (Cherry Cheuk).

Attached the letter of recommendation from our lecturer for your reference.
Thank you for your precious time.

Regards,

LUI Ting Ting, Sam
Marketing Yr. 4
Hong Kong Baptist University

CHEUK Ping Hei, Cherry
Marketing Yr. 4
Hong Kong Baptist University
Appendix B

Reference Letter for Invitation
02 November 2015

Dear Sir or Madam:

Greetings.

My name is Archimedes David Guerra and I am a Lecturer of the Department of Marketing at the School of Business of Hong Kong Baptist University. I am writing on behalf of my students, Ms. Cheuk Ping Hei and Ms. Lui Ting Ting. Ms. Cheuk and Ms. Lui are currently working on their Honours Project for the Bachelor of Commerce in Marketing programme. For this project, they need to ask a number of salespersons in Hong Kong to complete a short survey questionnaire. I would greatly appreciate it if you can lend some assistance to my students so that they can complete this task.

If you have any questions about this project or my students, please do not hesitate to contact me. Thank you for your time and have a good day.

Most sincerely,

David Guerra
Department of Marketing
School of Business
Hong Kong Baptist University
Email: guerra@hkbu.edu.hk
Phone: 69351580
Appendix C

Questionnaire of Transformational Leadership and Salespersons’ Intrinsic Motivation
Transformational Leadership and Salespersons’ Intrinsic Motivation Questionnaire

This questionnaire constitutes part of a student’s individual academic research work for an Honours Project in partial fulfillment of BCom (Hons) in Marketing graduation requirement. While the Hong Kong Baptist University respects and abides by Privacy Data Ordinance, it is the student’s responsibility to comply with the Ordinance during every aspect of the project. Please contact the sender of this questionnaire for specific details. Please ignore this questionnaire if you have responded or are not interested in responding to it. Thank you.

Part 1
1. What is your gender?
   - Male
   - Female

2. What is the gender of your supervisor or manager?
   - Male
   - Female

3. What is your age group?
   - 18 - 20
   - 21 - 30
   - 31 - 40
   - 41 - 50
   - 51-60
   - 60 or the above

Part 2
The following statements describe the possible behavior of your supervisor or manager. Use the following scale to rate your level of agreement or disagreement to these statements.

1. My supervisor or manager recognizes that different salesperson have different needs.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)
2. My supervisor or manager considers that I have different strengths and abilities from others.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

3. My supervisor or manager helps team members to develop their strengths.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

4. My supervisor or manager talks in a way that makes me believe I can succeed.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

5. My supervisor or manager expresses confidence with my performance.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

6. My supervisor or manager talks in an optimistically way.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

7. My supervisor or manager will guide me to think about problems in different perspective.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)
8. My supervisor or manager gets me to re-think the way I do things.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

9. My supervisor or manager shows us how to look at difficulties from a new perspective.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

10. My supervisor or manager is a good role model for me to follow.
    - Strongly Disagree (1)
    - Disagree (2)
    - Neither Agree nor Disagree (3)
    - Agree (4)
    - Strongly Agree (5)

11. My supervisor or manager always set a good example.
    - Strongly Disagree (1)
    - Disagree (2)
    - Neither Agree nor Disagree (3)
    - Agree (4)
    - Strongly Agree (5)

12. My supervisor or manager is willing help us to implement ideas rather than simply telling us how to do.
    - Strongly Disagree (1)
    - Disagree (2)
    - Neither Agree nor Disagree (3)
    - Agree (4)
    - Strongly Agree (5)

**Part 3**
The following statements describe your possible attitude toward your job. Use the following scale to rate your level of agreement or disagreement to these statements.

1. I enjoy doing this job very much.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
2. While I am doing this job, I think about how much I enjoy it.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

3. I think this is a boring job.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

4. I am satisfied with my performance at this job.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

5. I think I do pretty well at this job, compared to other colleagues.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

6. This is a job that I couldn’t do very well.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)

7. I feel pressured while doing the job.
   - Strongly Disagree (1)
   - Disagree (2)
   - Neither Agree nor Disagree (3)
   - Agree (4)
   - Strongly Agree (5)
8. I am very relaxed in doing the job.
   ➢ Strongly Disagree (1)
   ➢ Disagree (2)
   ➢ Neither Agree nor Disagree (3)
   ➢ Agree (4)
   ➢ Strongly Agree (5)

9. I do not feel nervous at all while doing the job.
   ➢ Strongly Disagree (1)
   ➢ Disagree (2)
   ➢ Neither Agree nor Disagree (3)
   ➢ Agree (4)
   ➢ Strongly Agree (5)

10. I’d like a chance to interact with my supervisor more often.
   ➢ Strongly Disagree (1)
   ➢ Disagree (2)
   ➢ Neither Agree nor Disagree (3)
   ➢ Agree (4)
   ➢ Strongly Agree (5)

11. I feel close to my supervisor.
   ➢ Strongly Disagree (1)
   ➢ Disagree (2)
   ➢ Neither Agree nor Disagree (3)
   ➢ Agree (4)
   ➢ Strongly Agree (5)

Thank you for your precious time to finish this survey. These results are only for the academic study and your responses are completely anonymous. Thank you for your participation.
Appendix D

SPSS Output
1. Cronbach’s Alpha Reliability Test (Transformational Leadership)

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.875</td>
<td>12</td>
</tr>
</tbody>
</table>

2. Cronbach’s Alpha Reliability Test (Salespersons’ Intrinsic Motivation)

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.717</td>
<td>8</td>
</tr>
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</table>

3. Simple Linear Regression (Transformational Leadership and Salespersons’ Intrinsic Motivation)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>.358</td>
<td>.350</td>
<td>.317208695989169</td>
<td>.358</td>
</tr>
</tbody>
</table>

\[ F \text{ Change} = 45.660 \]

\[ R^2 \text{ Change} = .358 \]

**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>4.594</td>
<td>45.660</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
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<td>.101</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>83</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[ F (1, 82) = 45.660, p < .000 \]

**Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Constant)</td>
<td>1.875</td>
<td>.197</td>
<td>9.512</td>
</tr>
<tr>
<td></td>
<td>TransL</td>
<td>.391</td>
<td>.058</td>
<td>6.757</td>
</tr>
</tbody>
</table>

\[ t (1, 82) = 9.512, p < .000 \]

\[ t (1, 82) = 6.757, p < .000 \]
4. Multiple Linear Regression (Transformational Leadership variable and Interest/Enjoyment)

### Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
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<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
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<td>.392</td>
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<td>.392</td>
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</table>

a. Predictors: (Constant), ARM, IC, IS, IM

### ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<tbody>
<tr>
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<td>4.474</td>
<td>12.738</td>
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<tr>
<td>1 Residual</td>
<td>27.748</td>
<td>79</td>
<td>.351</td>
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<tr>
<td>Total</td>
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<td></td>
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</tbody>
</table>

a. Dependent Variable: IE
b. Predictors: (Constant), ARM, IC, IS, IM

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
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</thead>
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<tr>
<td></td>
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<td>Std. Error</td>
<td>Beta</td>
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<tr>
<td>(Constant)</td>
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<td>.141</td>
</tr>
<tr>
<td>IC</td>
<td>.320</td>
<td>.100</td>
<td>.331</td>
<td>.002</td>
</tr>
<tr>
<td>1 IM</td>
<td>.237</td>
<td>.130</td>
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<td>.072</td>
</tr>
<tr>
<td>IS</td>
<td>.052</td>
<td>.121</td>
<td>.052</td>
<td>.667</td>
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<td>ARM</td>
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<td>.169</td>
<td>.162</td>
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</table>

a. Dependent Variable: IE
5. **Multiple Linear Regression (Transformational Leadership variable and Perceived Competence)**

### Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
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<tbody>
<tr>
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<td>.089</td>
<td>.042</td>
<td>.54068864658056</td>
<td>.089 1.919</td>
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</tbody>
</table>

<sup>a</sup> Predictors: (Constant), ARM, IC, IS, IM

### ANOVA<sup>*</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>1.919</td>
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<td>1 Residual</td>
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<td>79</td>
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<td>Total</td>
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</table>

<sup>a</sup> Dependent Variable: PC  
<sup>b</sup> Predictors: (Constant), ARM, IC, IS, IM

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
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</tr>
<tr>
<td>(Constant)</td>
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<td>IC</td>
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<td>1 IM</td>
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<td>IS</td>
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<td>ARM</td>
<td>-.096</td>
<td>.100</td>
<td>-.142</td>
<td>-.966</td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: PC
6. **Multiple Linear Regression (Transformational Leadership variable and Relatedness)**

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>R Square Change</th>
<th>F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.641</td>
<td>.411</td>
<td>.381</td>
<td>.7167</td>
<td></td>
<td>.411</td>
<td>13.775</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), ARM, IC, IS, IM

ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>28.306</td>
<td>4</td>
<td>7.077</td>
<td>13.775</td>
<td>.0000</td>
</tr>
<tr>
<td>1 Residual</td>
<td>40.584</td>
<td>79</td>
<td>.514</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>68.890</td>
<td>83</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: R
b. Predictors: (Constant), ARM, IC, IS, IM

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.146</td>
<td>.458</td>
<td></td>
<td>.320</td>
</tr>
<tr>
<td>IC</td>
<td>.077</td>
<td>.121</td>
<td>.065</td>
<td>.641</td>
</tr>
<tr>
<td>1 IM</td>
<td>.086</td>
<td>.157</td>
<td>.065</td>
<td>.545</td>
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<tr>
<td>IS</td>
<td>.299</td>
<td>.146</td>
<td>.240</td>
<td>2.044</td>
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<tr>
<td>ARM</td>
<td>.427</td>
<td>.132</td>
<td>.382</td>
<td>3.232</td>
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</tbody>
</table>

a. Dependent Variable: R
7. Moderator Analysis for Supervisor’ Gender on Relationship of Transformational Leadership and Salespersons’ Intrinsic Motivation

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.599*</td>
<td>.359</td>
<td>.335</td>
<td>.320834496699605</td>
<td>R Square Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.359</td>
<td>F Change</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), TransLC_x_SUPM, SUP_M, TransL_Centered

ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1.537</td>
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<td>.000*</td>
</tr>
<tr>
<td>1 Residual</td>
<td>8.235</td>
<td>80</td>
<td>.103</td>
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</tr>
<tr>
<td>Total</td>
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<td>83</td>
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<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation
b. Predictors: (Constant), TransLC_x_SUPM, SUP_M, TransL_Centered

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Constant)</td>
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<td>.044</td>
<td>72.209</td>
</tr>
<tr>
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<td>.073</td>
<td>-.119</td>
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<tr>
<td></td>
<td>TransL_Centered</td>
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<td>.075</td>
<td>.625</td>
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<td></td>
<td>TransLC_x_SUPM</td>
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<td>-.382</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation