

Table 1 frequency of leadership styles themes

	EJMH	NHMH	RKMH	SMBA
Laisser-faire Leadership	33	24	91	87
Transactional leadership	173	135	95	82
Transformational leadership	94	128	52	80
Distributed leadership	18	39	1	15
Complex leadership	142	221	40	94

Table 2 frequency of Leadership-PSM causal codes

PSM /leadership styles	Attraction to public service	Commitment to public values	Compassion	Self-Sacrifice
Laisser-faire leadership	2	12	21	5
Transactional leadership	12	20	4	4
Distributed leadership	2	0	0	0
Transformational leadership	20	16	16	8
Complex leadership	19	14	6	11

Table 3 Organisational characteristics (culture and climate) subthemes

	EJMH	NHMH	RKMH	SMBA
Market Culture	3	0	6	3
Pigeonholing	10	15	24	66
Hierarchical Culture	18	5	31	24
Conflict and ambiguity;	52	29	47	98
Job challenge, importance and variety	7	9	6	11
Perceived supervisor support	20	13	15	33
Professional and organisational esprit	104	138	94	46
Clan culture	42	74	28	60
Culture of integrity	9	28	0	3
Perceived organisational politics	27	19	36	24

Table 4 Individual motivation subthemes

Type of motivation	EJMH	NHMH	RKMH	SMBA
Amotivation	30	4	11	1
Extrinsic motivation	23	35	15	21
Intrinsic motivation	6	26	0	3
Public Service Motivation	171	241	237	326

Table 5 Basic Psychological needs subthemes

Psychological needs/site	EJMH	NHMH	RKMH	SMBA
Competency needs	8	25	20	12
Autonomy needs	6	4	2	3
Relatedness needs	17	4	15	15