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## Leadership style and employee engagement in selected deposit money banks in Bauchi State

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### Abstract

*This study examined the relationship between Leadership Style and Employee Engagement of selected Deposit Money Banks in Bauchi State. The study adopted a cross sectional design and the population of the study comprised management and staff of selected deposit money banks in Bauchi state totaling 286. The sample size was one hundred and six nine (169). After data cleaning, only data of 153 respondents were finally used for data analysis. SPSS 23.0 was used to run descriptive statistics and Spearman's rank correlation used for data analysis and hypothesis testing. Empirical results confirm that there is a positive significant relationship between leadership styles and employee engagement. The study concluded that leadership styles has a positive and significant relationship with employee engagement (employee belief, employee feelings and organization citizenship behavior). The study recommended that there is a need to have an entrenched training program within the organization aim at building on employee beliefs about the organization and their work conditions from within the organization. This will ensure that employees are gradually molded and have a robust, comprehensive understanding of the organization. Managers should use the most appropriate and effective leadership style that facilitates collective responsibility and consultative decision making with all stakeholders within the organization. They should also involve the managers at all levels in their administration which would enhance participative leadership and hence better productivity and performance.*

**Keywords:** Employee belief, employee engagement, employee feelings, leadership style

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### 1. Introduction

Employee engagement is a matter that generates concern to managers because of its influence on wellbeing of firms (Welch, 2011). It is no news that human capital is a source of competitive advantage in many cases when compared to technology and finance (Macey, Schneider, Barbera, & Young, 2011). Technology has quickly reduced many operational sources of competitive advantage because it is

available to as many as can afford it. The focus is increasingly shifting to human capital as an avenue to competitive advantage that is difficult to imitate. In addition, because of the global crisis, organizations have witnessed enormous increase in layoffs with the intention of "doing more with less" (Macey *et al.*, 2011). In the current environment of increasing global competition and slower growth prospects, raising employee



engagement is seen as a veritable instrument for organizational success. This is key in enhancing employee engagement especially when trying to improve performance with fewer employees and other resources (money, materials and methods) (Datche & Mukulu, 2015).

Employee engagement is an emerging organizational concept in recent years, particularly among practitioner (Saks, 2006). Despite differences in its conceptualization and measurement, researchers all agree that increased engagement drives various performance outcomes and results at all levels. Employee engagement is a strategic approach for driving improvement and encouraging organizational change (Ram & Prabhakar, 2011). Employee engagement has the potential to significantly affect employee retention, company reputation and overall stakeholder value. In order to sustain a competitive edge, cooperation are turning to Human Resource (HR) to set the agenda for employee engagement and commitment (Sundaray, 2011). Organizations that understand the conditions that enhance employee engagement will have accomplished something that competitors will find very difficult to imitate, to the detriment of those that do not understand or may not be willing to cross the line (Maundu, 2019).

In the light of this, suitable leadership styles that engenders employee engagement in organizations need to be practiced in order to improve performance (Popli & Rizvi, 2016). According to Ngambi (2011), leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision with passion and integrity. Leaders are expected to influence followers if they are to achieve organizational objectives as leadership is

important in steering organizations to success, but it is not complete without followership (Cropanzano & Mitchell, 2005). A lack of work engagement is a worldwide problem and not limited to any specific sector. In workplaces where employees are engaged, economies can be improved but it is unfortunate that globally, only 13 percent of employees are engaged, while a huge number of employees are psychologically detached from their places of work and therefore not likely to be productive (Crabtree & Robinson, 2013).

The traditional view of a 'job for life' has changed dramatically. Employees are now more likely to build an assortment of skills and competencies that will help them develop multiple careers. The nature of jobs has also changed. Organizations have downsized and delayed, which has meant doing more with less. At the same time, the world of work is changing and there is an increasing number of employees who work part time or are temporary contracts (Maundu, 2019). Work is being increasingly outsourced and 'off-shored' and typical organizational structures are becoming more fluid with remote working and virtual teams becoming more common in organizations (Cook, 2008).

Attempts to raise employee engagement levels would not be possible unless there is a willingness and energy at a senior level in any organization to take a holistic and long-term approach to building commitment to the organization (Cook, 2008). There is no 'magic wand' that can be waved to bring about high levels of engagement and each business will need to address different factors (Cook, 2008). Companies that focus on building engaging leaders will see an exponential impact on employee engagement (Hewitt, 2014). At the same time, actively disengaged employees are toxic to every



aspect of the organization, which complicates the ways and means of implementing the most excellent customer service strategy effectively (Hoffman & Tschida, 2007). Without engaged employees, meticulous planning, possession of sophisticated machines and equipment, and being up to date with technology are not likely to yield the expected results for any organization, large or small, and even if they do, it will be short lived. Today's turbulent environment demands not only continual innovation but radical improvements in all stakeholders' satisfaction and hence leadership is more critical than ever before (Jensen & Luthans, 2006).

Top leadership and supervisory leadership are responsible for ensuring that the drivers of engagement, such as management practices, career development and advancement, recognition and appreciation of employee contributions, teamwork and a supportive working environment, the nature of the work, pay, rewards and benefits, constructive feedback, receiving formal appraisals, and availability of necessary work resources are in place. When supervisors exhibit more relationship related behaviours towards employees, a higher level of engagement is observed in them (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Saks, 2006). Erkutlu (2008) provides evidence for association between positive leader behaviours and follower attitude and behaviours linked with engagement. Global engagement report suggests that 'companies will need employees to go above and beyond in different ways—not just to engage by working harder, but to engage in ways that show resiliency, learning, adaptability and speed' (Hewitt, 2014).

According to Ndethiu (2014), research has been carried out on employee engagement

in developed economies banking sector and worldwide, little or no research has been conducted concerning the effects of leadership styles on employee engagement in the Nigerian and African banking industry as a whole, thus the need for this study to be carried out. In highlighting the relationship between leadership styles and employee engagement, this paper aimed to draw the managers' and researchers' attention to the importance of the relationship between leadership styles and employee engagement within the banking industry, which ultimately affect job and organizational performance and job and organizational commitment.

The study was guided by the following research questions:

- i. What is the relationship between leadership styles and employees' beliefs in selected Deposit Money Banks?
- ii. What is the relationship between leadership styles and employees' feelings in selected Deposit Money Banks?
- iii. What is the relationship between leadership styles and employees' organizational citizenship behavior in selected Deposit Money Banks?

## **2. Literature Review**

### **2.1 Theoretical framework**

#### **Behavioural Theory**

Moving from the trait approach, the next fundamental change in leadership dealt with examining the type of behaviour leaders demonstrated in an endeavour to assess effective leadership. This approach emphasized behaviour of the leader in an attempt to determine what successful leaders do and not how they physically look to others or the personality traits that they might have (Greenberg, 1999). The



principle of the behavioural approach is that behaviour can be learnt more readily than traits and the possibility exist that most people can become effective leaders if they emulate the behaviour of successful leaders (Greenberg, 1999; Northouse, 2004).

Researchers studying the behavioural approach determined that leadership essentially consisted of two kinds of behaviours namely, task-orientated behaviours and relationship orientated behaviours (Northouse, 2004). Task-orientated leaders clarify what results are expected for a task and will set specific goals and standards for performance which must be met. These leaders have a very direct approach, they coordinate work activities and closely monitor the performance of their followers. Relationship-orientated leaders focus more on relationship building. They provide support and encouragement to employees when performing difficult tasks and will often use methods such as coaching and mentoring when appropriate in order to direct and develop their followers (Northouse, 2004). Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2004) stated that behavioural models of leadership are based on what effective and ineffective leaders execute, how they assign tasks to subordinates, where and when they communicate to others and how they actually perform their roles. In doing this, the leader's behavioural approach will determine how well tasks are accomplished by its followers (Pfeffer, 2005). This study was linked to this theory as the authors are of the as the behavior of leaders improve through exposures they tend to make a good impression on their followers building strong employee belief in the organization seep feelings for the same and a healthy behavior in the organization.

## **2.2 Conceptual Clarifications**

### **Leadership style**

Apparently, a clear and precise consensus of leadership does not exist. There is no single accepted universal definition or theory of leadership (Gill, 2011). Nevertheless, transformational leadership is among the most discussed leadership style in the modern literature. Ndethiu (2014) described transformational leaders as individuals who inspire and challenge subordinates to go beyond their personal interests in order to achieve goals or benefits to the wider group or organization. In contrast, transactional leadership explains the relationship between leader and follower as an exchange of well-defined transactions. Although transformational leadership is a fervent approach to visionary leaders and empowered followers among academicians and practitioners alike, the prominent theory has its own limitations. The crux of the problem lies within the insufficiency of the transformational leadership theory in addressing political, social and economic issues from the organizational context (Malloch, 2014).

Task and relationship centred leadership theories were among the earliest that contribute to the enrichment of the ideologies underlying today's various interpretation of leadership styles (Ndethiu, 2014). Considering that the model of task and relations orientation in leadership is too commonly used in research, Abdul, Muhammad, Mohd and Nurzarinah (2017) conceptualization of change-centred leadership is an added value in research. This is based on their argument that the two-dimensional model of leadership (task versus relationship) may not be sufficient for firms to be competitive in a rapidly dynamic environment. Leadership styles are categorized into three dimensions comprising employee orientation,

production orientation and change orientation (Abdul, Muhammad, Mohd and Nurzarinah, 2017) and it is simplified as the CPE model. Despite employee and production orientations reflect the essence of relationship and task centred leadership styles respectively, change-centered orientation is empirically proven as a valid construct that is independent from the two factors (Yukl et al., 2002). Limited studies have been carried out in areas outside the healthcare industry (which the CPE scales were widely used) and Scandinavian (as it is originated from Sweden) and western regions.

### **Employee Engagement**

Scholars defined the term engagement in many ways (Harrell-Cook, Levitt, & Grimm, 2017). Grant (2019) considered personal engagement to exist when individuals employ and express themselves emotionally, cognitively, and physically when doing a task, and that personal engagement was the harnessing of organization members' selves to their work roles. Kahn therefore viewed engagement (or disengagement) as a response to work environments (Huertas-Valdivia et al., 2018). Cheema, Akram, and Javed (2015) considered employee engagement as harnessing employees in their work roles while allowing them to express themselves cognitively, emotionally, and physically. Anitha (2014) described employee engagement as the level of involvement and commitment an employee displays toward an organization. Karumuri (2016) contended that the emotional and intellectual commitment an employee has toward the business, as well as the employee's willingness to do whatever is necessary to enhance organizational goals, drives employee engagement. Karumuri came to these conclusions based on a study conducted within the hotel sector in India.

Jha and Kumar (2016) noted many researchers agree that engagement can affect both nonfinancial performance and the financial performance of an organization. Each employee must contribute to the organization by (a) seeking to improve employee team building, (b) encouraging communication, and (c) assisting in creating an environment of cultural diversity, to improve the organization's engagement initiative (Nazir & Islam, 2017). Leaders, therefore, must work to motivate employees to develop attitudes and behaviors to enable them to engage (Eneh & Awara, 2016; Maghraoui & Zidai, 2016). Employee engagement is a new business idea that is crucial to business success (Saks & Gruman, 2014). Gelderman, Semeijn, and Bruijn (2015) pointed out that employee engagement is important to achieving organizational goals, and researchers therefore took an interest in employee engagement to identify the elements that would encourage or discourage employee engagement. Bakker and Albrecht (2018) suggested that employee engagement maintained its popularity because it can predict organizational outcomes.

The lack of a single definition of employee engagement has created a fundamental challenge (Kassa & Raju, 2015). Bettis et al. (2014) examined the many definitions and concluded that the definition of employee engagement changed over time. Lu and Anderson-Cook (2015) stated that engaged employees work to fit their job role and to reach their potential, reinforcing the importance of deploying employee engagement strategies. Although there are differences, the basic components of employee engagement are the same.





### **Measures of Employee Engagement Employee's Beliefs**

One of the components of employee engagement is the psychological component, which is concerned with the employees' beliefs about the organization, its leaders and the working conditions (Grant, 2019). A research study conducted in 2006 by White, a Research Consultancy firm, demonstrates that employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization.

Grant, (2019) emphasizes that the employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued too. These feelings are more likely to be experienced at work when there is an alignment between the employee's values and the organizational values (Chalofsky, 2003). Wildermuth and Pauken, (2008) argue that meaningful work is not only important but also challenging, requiring constant learning and progress and challenging jobs increase feelings of accomplishment on completion. They highlight that too little challenge could lead to boredom and on the other hand, too much could backfire and cause burnout. Previous research has shown that leadership, specifically charismatic leadership, can affect the meaningfulness of employees' work as measured by work engagement (Strickland, Babcock, Gomes, Larson, Muh & Secarea, 2007).

According to Batista-Taran, Shuck, Gutierrez and Baralt (2009), employees can do little to improve their job meaningfulness and job satisfaction under transactional leadership, which uses conventional reward and punishment to gain compliance from followers. Transactional leadership, which is based

on an exchange process, motivates subordinates by appealing to their personal desires, based on instrumental economic transactions (Men & Stacks, 2013). Achua and Lussier, (2013) stated that transactional leaders seek to maintain stability within an organization through regular economic and social exchanges that achieve specific goals for both leaders and their followers. There are three distinctive characteristics that define transactional leaders: contingent reward (a practice where leaders provide rewards if they believe subordinates perform adequately and/or try hard enough), management by exception (conservative approach whereby resources are applied in response to any event falling outside of established parameters), and laissez-faire whereby a leader only gets involved when there is a problem (Northouse, 2013).

Transactional leadership style limits a leader to using reward based behaviours in order to achieve higher performance from employees, which only have short-term effects (Batista-Taran et al., 2009). Therefore, as concluded by May, Gilson and Harter (2004), managers should attempt to foster meaningfulness through other channels such as effective design of jobs, selecting the proper employees for particular work and finally through learning more about the personal aspirations and desires of employees in order to fit them to roles that will allow them to better express themselves.

### **Employee's Feelings**

The second component of employee engagement, the emotional component, is concerned with how employees feel about the organization, its leaders and their work conditions and whether they have positive or negative attitudes toward these three factors (Grant, 2019). According to Schaufeli, Martínez, Marque's-Pinto, Salanova and Bakker (2002), some



researchers have described engagement as a positive, fulfilling, work-related state of mind. With this state of mind, employees more often experience positive emotions, such as happiness, joy and enthusiasm and has been found to be related to good health and positive work effects, which are likely to result in positive work outcomes (Sonnetag, 2003). According Dale Carnegie Training (2012), employees personalize their job through emotions felt about the organization's actions as a whole and about their own supervisors and that satisfaction with line management affects the overall level of satisfaction with the organization which is ultimately linked to employee engagement.

### **Organizational Citizenship Behaviour (OCB)**

In the 21st century, organizations increasingly expect employees to go beyond their formal job descriptions in order to cope with challenges such as downsizing, the flattening of organizational hierarchies and competitive pressures (Parker, Bindl, & Strauss, 2010). A fitting example of such described behaviour is Organizational Citizenship Behaviour (OCB) (Kim, Van Dyne, Kamdar & Johnson, 2013). Jain, Giga and Cooper (2013) point out that at the core of OCB are notions of voluntary action and mutual aid without a direct reciprocal monetary reward or formal recompense Organ (1988) noted that the essence of OCB is that individual who voluntarily help or assist others in the workplace and promotes the excellence of their employer without either an explicit or implicit promise of reward for the behaviour. He further sights that good citizenship behaviour is characterized by altruism, conscientiousness, sportsmanship, and courtesy.

Erkutlu (2011) notes that leaders must try to shape the work environment to provide

greater opportunities for OCB; granted it would be hard for an employee to exhibit self-sacrifice if that employee had little contact with co-workers, and therefore no opportunities to observe their need for help or if the work rules were so inflexible that the employee was prevented from helping co-workers. It is believed that charismatic leadership is positively associated with OCB, as charismatic leaders can spark an employee's engagement in work, which can lead to participation in positive behaviours that promote the organization and OCB (Babcock-Roberson & Strickland, 2010). Moreover, LePine, Erez and Johnson, (2002) observed that leaders' support is the strongest predictor of significant OCB by subordinates.

Based on the social exchange theory mentioned earlier in this study, if employees perceive that the organization is treating them fairly or justly, then they are likely to reciprocate to the organization by actively engaging in OCB (Erkutlu, 2011; Jain, Giga, & Cooper, 2013). Moreover, those employees who experience positive work outcomes such as job satisfaction are likely to reciprocate with OCBs as a form of social exchange and individuals will choose to reciprocally benefit the perceived source of their job satisfaction (Ilies, Fulmer, Spitzmuller & Johnson, 2009). Lo and Ramayah (2009) sight that a great deal of researches had suggested that there are five basic personality factors that characterize OCB and these are known as Big Five dimensions which are classified as civic virtue, conscientiousness, altruism, courtesy and sportsmanship.

### **Leadership and Employee Engagement**

Chughtai (2014) pointed out that scholars spent limited time identifying leaderships' role in promoting work engagement.



Chughtai noted further that gaps exist in the literature and scholars must investigate the subject further. Regardless of the gaps in the literature, the consensus among some scholars is that employee engagement is key to the success of organizations because increased engagement drives improved productivity and profitability (Griffin et al., 2015; Oswick, 2015). Saks and Gruman (2014a) found that employee engagement is imperative to the survival of organizations; businesses with unengaged employees have a higher failure rate than organizations with engaged workers. Rayton and Yalabik (2014) argued that the quality of the relationship between leaders and employees determine the extent to which employees engage.

Business leaders face the challenge of determining how best to motivate and to encourage engagement among employees (Eneh & Awara, 2016; Galuska, 2014; Maghraoui & Zidai, 2016). The success of organizations depends on many factors. One such factor is the leader (Mehmood, Nawab, & Hamstra, 2016). Leadership style may be the most important factor in determining whether employees engage. Employees act and behave according to the style of the leader. According to Anitha (2014), a strong correlation exists between high levels of employee engagement and effective leadership. Khuong and Yen (2014) found that the higher the levels of employee sociability, ethical leadership, and visionary or transformational leadership, the higher the levels of employee engagement. Breevaart et al. (2014) sought to measure the effect of leadership style on employee engagement by examining the impact of transformational leadership on the engagement of 61 military cadets in their work. Breevaart et al. found that the cadets were more engaged on days when the leader demonstrated a transformational

leadership style. Schaubroeck, Lam, and Peng (2016) supported these findings and noted that transformational leaders have a positive effect on employee engagement and productivity. Khuong and Yen (2014) in contrast noted that no significant correlation exists with the transactional style of leadership and employee engagement.

Mozammel and Haan (2016) conducted a study in the banking industry in Bangladesh. This quantitative study aimed to determine the connection concerning transformational leadership and engagement among personnel in the banking sector in Bangladesh. Like Singh (2015), Mozammel and Haan found no real correlation between transformational leadership and employee engagement. Mozammel and Hann suggested that culture, geography, and industry could determine how transformational leaders affect employee engagement. The findings of this study showed that in a work environment, applying transformational leadership style is not a guarantee that the employees will fully engage. The results of the current study, however, do not reflect the existing body of literature on transformational leadership and employee engagement (Mozammel & Haan, 2016).

Anitha (2014) found that employee engagement levels are directly related to an organization's work environment and that leaders determine an organization's culture. A leader has the ability to change the direction of a company (Mehmood et al., 2016). Leadership can therefore alter the direction of an organization if they understand the appropriate strategies to engage employees (Ahmed, Phulpoto, Umrani, & Abbas, 2015).

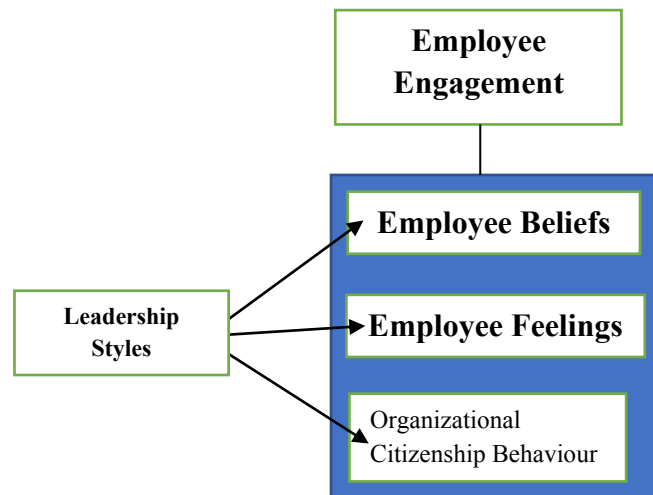
These arguments gave rise to the following hypothesis:



HO1: There is no significant relationship between leadership styles and employees' beliefs in Selected Deposit Money Banks in Bauchi State.

HO2: There is no significant relationship between leadership styles and employees' feelings in Selected Deposit Money Banks in Bauchi State.

HO3: There is no significant relationship between leadership styles and employees' organizational citizenship behavior in Selected Deposit Money Banks in Bauchi State.



*Fig 1: Framework of the Relationship between the Independent and Dependent Variable*

### 3. Methodology

The study adopted the cross-sectional survey method in the generation of data. The population of the study comprised management and staff of selected deposit money banks in Bauchi state totaling 286. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a given population. For our population, the table placed our sample size at one hundred and six nine (169). The study adopted the simple random sampling. Descriptive statistics and Spearman's rank correlation were used for

data analysis and hypothesis testing with the aid of the SPSS Package version 23.

### 4. Data Analysis and Results

#### Bivariate Analysis

The test of hypothesis cover hypotheses HO<sub>1</sub>, HO<sub>2</sub> and HO<sub>3</sub> which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ( $p > 0.05$ ) or rejecting the null hypotheses at ( $p < 0.05$ ).

**Table 1: Correlation between Leadership Styles and Employee Engagement**

			Leadership Style	Employees Beliefs	Employees Feelings	Organizational Citizenship Behaviour
Spearman's rho	Leadership Style	Correlation Coefficient	1.000	.765**	.732**	.783**
		Sig. (2-tailed)	.	.000	.000	.000
		N	153	153	153	153
	Employees Beliefs	Correlation Coefficient	.765**	1.000	.789**	.930**
	Sig. (2-tailed)	.000	.	.000	.000	
	N	153	153	153	153	
	Employees Feelings	Correlation Coefficient	.732**	.789**	1.000	.950**
	Sig. (2-tailed)	.000	.000	.	.000	
	N	153	153	153	153	
	Organizational Citizenship Behaviour	Correlation Coefficient	.783**	.930**	.950**	1.000
	Sig. (2-tailed)	.000	.000	.000	.	
	N	153	153	153	153	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2021 (SPSS output, version 23.0)

**H<sub>01</sub>:** *There is no significant relationship between leadership styles and employees' beliefs.*

The correlation coefficient 0.765 shows that there is a strong and positive relationship between leadership styles and employees' beliefs. The p value 0.000<0.05 indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between leadership styles and employees' beliefs in selected Deposit money banks in Bauchi state.

**H<sub>02</sub>:** *There is no significant relationship between leadership styles and employees' feelings.*

The correlation coefficient coefficient 0.732 shows that there is a strong and positive relationship between leadership styles and employees' feelings. The p value 0.000<0.05 indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between leadership styles and employees' feelings in selected Deposit money banks in Bauchi state.

**H<sub>03</sub>:** *There is no significant relationship between leadership styles and employees' organizational citizenship behavior.*



The correlation coefficient coefficient 0.783 shows that there is a strong and positive relationship between leadership styles and employees' organizational citizenship behaviour. The p value  $0.000 < 0.05$  indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between leadership styles and employees' organizational citizenship behaviour in selected Deposit money banks in Bauchi state.

### **5. Discussion of Findings**

The findings revealed a strong and positive significant relationship between leadership styles and employee engagement using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that leadership styles had a positive and significant relationship with employee engagement (employee belief, employee feeling and organizational citizenship behavior). This finding is in line with the conclusion of Andrew and Sofian (2011) which note that employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization. Employees need to be confident in their organization and this confidence can be built through transformative leadership.

Similarly, the findings of this study align with Kahn (1990), who submitted that employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued too. These feelings are more likely to be experienced at work when there is an alignment between the employee's values and the organizational values (Chalofsky, 2003). Wildermuth and Pauken's (2008) findings

also show that meaningful work is not only important but also challenging, requiring constant learning and progress and challenging jobs increase feelings of accomplishment on completion.

Similarly, May et al. (2004) collaborated our finding in that it posited that individuals feel safe when they perceive that they will not suffer for expressing their true selves at work. They further state that in a safe environment, employees understand the boundaries surrounding acceptable behaviours while employees in unsafe environments characterized by ambiguous, unpredictable and threatening conditions are likely to disengage from their work and be wary of trying new things. Kahn (1990) also states that psychological safety is the belief people have that they will not suffer for their personal engagement. Macey and Schneider (2008) state that organizations must promote a sense of trust in that, employees will benefit from the psychological and behavioural relational contracts in the organization. They add that an employee's trust in the organization, the leader, the manager, or the team is essential to increasing the likelihood that engagement behaviour will be displayed.

Furthermore, Dale (2012) opined that employees personalize their job through emotions felt about the organization's actions as a whole and about their own supervisors and that satisfaction with line management affects the overall level of satisfaction with the organization, which is ultimately linked to employee engagement. Wildermuth and Pauken (2008) pointed out that the environment, leadership, job, and individual factors within an organization, are connected to employee engagement. They add that environmental engagement factors include harmony between organizational and individual



values, the quality of the workplace relationships and work-life balance, while leadership engagement factors include vision and integrity. Organizational cultures characterized by teamwork, pleasant working conditions, the considerate treatment of employees, growth opportunities, skill enhancement and abundant training opportunities can all contribute to emotional employee engagement (Devi, 2009).

Schaufeli and Bakker (2004) observation that engaged employees will likely have a greater emotional attachment to their organization and a lower tendency to leave their organization supported our findings. High levels of engagement can only be achieved in workplaces where there is a shared sense and feeling of destiny and purpose that connects people at an emotional level and raises their personal aspirations (Holbeche & Springett, 2003). Those who emotionally connect in a positive way with an organization feel a sense of ownership and are more likely to stay with it, delivering superior work in less time and reducing turnover costs (Dale, 2012).

Towers (2003), argument also aligned with our finding. He submitted that an engaged employee's behaviour can be characterized as enthusiastic, energetic, motivated, and passionate about his or her work, whereas a disengaged worker is one who is apathetic, robotic, depersonalized, estranged, and withdrawn from her or his job. This behavioural component of employee engagement also measures the willingness of employees to act in certain ways, skills which employees offer and willingness to go the extra mile. Erkutlu (2011) observed that leaders must try to shape the work environment to provide greater opportunities for OCB; granted it would be hard for an employee to exhibit self-sacrifice if that employee had little

contact with co-workers, and therefore no opportunities to observe their need for help or if the work rules were so inflexible that the employee was prevented from helping co-workers. Babcock-Roberson and Strickland (2010) also believe that charismatic leadership is positively associated with OCB, as charismatic leaders can spark an employee's engagement in work, which can lead to participation in positive behaviours that promote the organization and OCB. It is the responsibility of the subordinates to participate in the life of the organization and keep up with the changes in the organization (Organ, 1988). Podsakoff, MacKenzie, Paine and Bachrach's findings (2000) also observed that employees who demonstrate sportsmanship are those who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally.

## **6. Conclusion and Recommendations**

In this study, the researcher obtained significant results to the research questions. The researcher based on these findings concludes that, leadership styles do influence the employees' beliefs about the organization and their work conditions. This was through managers taking a real interest in the wellbeing of the employees who felt motivated in their daily duties and this made it easy for employees to spend ample time with their managers which improved their performance.

Findings also showed that leadership styles do affect the employee's feelings about the organization and work commitment about the organization and work commitment. This was found to be so since the

employees of the organization were committed to working in the organization for the foreseeable future, they also felt part of the organization and its values and they perceive that the organization treated its employees fairly and it was clear that employees had an opportunity to recuperate from workplace stressors. This study also concludes that leadership styles affect the employee's organizational citizenship behaviour. This was found to be so since the organization's employees assisted their colleagues with a heavy workload even at the expense of their own work and where they still maintained a positive attitude even when others did not agree with their opinions and suggestions. The respondents were willing to sacrifice their personal goals and interests for the good of the unit as a whole this ensured that the entire organization performed as expected.

On the bases of the findings and conclusion, the study recommends that:

i. There is a need to have an entrenched training program within the organization aim at building on employee beliefs about the organization and their work conditions from within the organization. This will ensure that employees are gradually moulded and have a robust, comprehensive understanding of the organization.

ii. Managers should use the most appropriate and effective leadership style that facilitates collective responsibility and consultative decision making with all stakeholders within the organization. They should also involve the managers at all levels in their administration which would enhance participative leadership and hence better productivity and performance.

iii. Management needs work together as one cohesive team and the leadership needs to abandon the familiar way of doing things. Although this is often seen as the disruptive side of leadership, this

process challenges one to go beyond their limits and bring to the organization new and better ways of doing things and this is what OCB encompasses.

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