

**THE EFFECTIVENESS OF LEADERSHIP STYLE MANAGEMENT ON EMPLOYEE ENGAGEMENT A CASE OF GRAIN MARKETING BOARD.**

**PRESENTED BY B203196B**

**A DISSERTATION SUBMITTED TO BINDURA UNIVERSITY OF SCIENCE EDUCATION IN PARTIAL FULFILMENT OF REQUIREMENTS FOR BACHELOR OF COMMERCE (HONOURS) DEGREE IN HUMAN CAPITAL MANAGEMENT.**

# RELEASE FORM

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**ENGAGEMENT: CASE OF GRAIN MARKETING**

**BOARD**

**DEGREE FOR WHICH: BACHELOR OF COMMERCE (HONOURS)**

**DEGREE IN HUMAN CAPITAL MANAGEMENT**

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**YEAR GRANTED: 2024**

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DATE : 07 JUNE 2024

**APPROVAL FORM**

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4 June 2024

The Managing Director

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Dear Sir/Madam

**REF: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT YOUR ORGANIZATION**

I am a 4th year student at Bindura University of Science Education, studying towards attaining a Bachelor of Human Capital Management Honours Degree. In fulfilment of my studies, I am required to carry out a research project. I am therefore kindly seeking permission to carry out research at your organization entitled**: The effectiveness of leadership style management on employee engagement.**

Be assured that the information will be strictly and specifically used for academic purposes and shall be treated with confidentiality.

Yours Faithfully

………………………..

………………………..

**DECLARATION FORM**

I declare that this project is an original copy of my own work and has not been published before or submitted to any other institution/university.

Signed…………………………………………

Date……………………………………………

Registration Number…………………………..

Physical Address: ………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

##### DEDICATION

Dedicate this dissertation: To my parents and entire family as a whole, who have taught me a lot in life including love and hard work. I owe my very being to them and to God who have guided me throughout my journey so far.

**ABSTRACT**

*The study sought to assess the effectiveness of leadership style management on employee engagement. The study sought to identify the predominant leadership styles used by organisations in Zimbabwe by adopting a quantitative research design where a questionnaire was used. The researcher was guided by The Big 5 personality trait theory and the Human Relations theories in relation to the study. The researcher used Primary data that was collected from 51 participants from Grain Marketing Board through the use of a 5 Likert point and closed-ended questionnaire. The researcher adopted a descriptive research design. She also used a population of 65 employees and a sample size of 56. She used the Yamane formula to find the sample size. The researcher presented data using tables, graphs and pie charts and used excel in analysing the data. The study concluded that for employees to be engaged in their workplace leaders must adapt democratic and transformational leadership. Organisation leaders are encouraged to use leadership that motivate and inspire employees through involving them in decision making and also assist them in attaining their personal goals and also help them in career development.*

##### 

##### ACKNOWLEDGEMENTS

Every human success has a number of unanticipated people behind it. With a heart full of appreciation, I want to use this script to thank the following people for their unwavering support, hard work, and efforts that have helped set the groundwork for my success. First and foremost, I would like to express my gratitude to God for giving me the gift of life and the strength I need to complete this endeavour. My mother provided me with steadfast assistance when I was putting together my dissertation, for which I am sincerely grateful. In addition, I want to express my gratitude to my siblings for their help. Finally, I want to express my gratitude to my friends for helping me get through the challenging times for supporting me along my journey and dissertation, and for realising my ambitions and dreams.

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**LIST OF ACRONYMS**

**GMB-** Grain Marketing Board

**ZCTU-** Zimbabwe Congress Trade Union

**NITD-** National Institute for Territorial Development

**UZ-** University of Zimbabwe

**NIPSS-** National Institute for Policy and Strategic Studies

**NZPSCF -** New Zealand Public Service Capability Framework

**SMEs -** Small and Medium Enterprises

**ZACC** -Zimbabwe Anti-Corruption Commission

**CEO–**ChiefExecutiveOfficer

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**CHAPTER 1**

**PROBLEM AND ITS SETTINGS**

# 1.1 Introduction

Over the years, the success and performance of an organization are known to be significantly influenced by an effective leadership style. The purpose of this study was to evaluate the effectiveness of leadership style management on employee engagement. Chapter one covered the background of the study, statement problem, research objectives, research questions, limitations of the study, delimitations of the study, definition of key terms and abbreviations.

## 1.2 Background of the study

To secure their long-term growth and success, companies must foster and maintain employee engagement in today's extremely competitive and changing business climate. The importance of employee engagement in influencing the performance and success of an organisation is becoming more widely acknowledged. Employees that are committed, productive, and driven are more likely to be engaged, which boosts profitability and gives businesses a competitive advantage.

The impact of leadership style management on employee engagement might differ depending on the management style being employed as well as the organisational setting and culture. The idea of a leadership style that affects employee engagement first became popular in Canada in the middle of the 1990s. At that time, transformational leadership was popular, emphasising staff inspiration and motivation. This style of leadership was successful in raising employee engagement. The Canadian wine business exemplifies how effective leadership styles can be in generating economic growth. At that point, the concept of leadership style for employee engagement started to take shape, and it was determined that style played a crucial part in accomplishing the innovation and creativity model's purpose. It is believed that leaders treat their staff members more kindly and with less autocracy (Seth, 2010). This suggested that managers should value employee opinions rather than imposing their own standards on how things should be done. To some extent, though, this strategy ran into difficulties, including employees' and leaders' unwillingness to change since they were accustomed to the status quo and were ignorant of the advantages of strong leadership and employee involvement. Following a thorough investigation, the researcher found that there were solutions to the issue that Canadian organisations were facing. These solutions included giving leaders the encouragement to set a good example and exhibit the desired behaviour as well as providing opportunities for staff members to offer feedback on their leaders and the

Another industrialised nation that has embraced the leadership style management approach to employee engagement is Australia. With the development of the Australia Public Service Leadership style in the early 2000s, a leadership style centred on employee engagement evolved. This style defined the essential behaviours and competences needed for effective leadership in the public sector. The approach has been extensively embraced by Australian organisations, and it has had a big influence on how leadership is perceived and used there. In Australia, the application of leadership style management on staff engagement has been observed to have a beneficial influence on customer satisfaction, employee retention, and productivity (Carasco-Saul and Kim, 2015). Nonetheless, there is proof that the application of leadership style in Australia encountered difficulties because of several reasons, such as opposition to change, scarcity of resources, and inadequate leadership development and assistance. To overcome these obstacles, a variety of tactics were used, such as creating a clear vision, sharing it with all relevant parties, and allocating funds for instruments and resources to aid in the process of transformation.

Over the past few decades, the United States of America, a well-known developed nation, has embraced leadership style management in the area of employee engagement. A major tactic used by many US firms to boost staff engagement is leadership style, which has produced a number of beneficial outcomes such as higher output, better inventions, and more customer happiness. At the start of the twenty-first century, organisation leadership was typically presented as a linear function that is employed in a direct feedback channel to communicate with subordinates (Olmstead, 2002). The middle of the twenty-first century saw a shift in emphasis towards transactional processes, which were typified by direct communication between superiors and subordinates. In American restaurants, two distinct styles of leadership were employed authoritarian and democratic. Finding a balance between efficiency and engagement was the primary obstacle to adopting new leadership behaviours. Every organization's ultimate purpose is to endure while preserving its existence via increased performance and employee engagement. Over the last ten years, there have been shifts in the types of leadership styles used in restaurant operations management. Organisations have been proactive in creating methods to maintain sustainability through appropriate employee engagement in response to the growing expectations for better services (Peterson, Smith, and Owen, 2003). Because it focused on managers' behaviour, leadership in an organisational setting is dynamic (Brown, 2009). Even though these findings showed that different leadership styles have varying effects on engagement levels, transformational leadership is the type of leadership that works best for increasing employee engagement in the US restaurant industry.

With the launch of the New Zealand Public Service Capability Framework (NZPSCF) in the late 1990s, the idea of leadership style management on employee engagement first surfaced in that country. The NZPSCF identified the essential behaviours and competencies needed for effective leadership in the public sector. The framework has been credited with raising staff engagement in the public sector and has been used to direct the creation of leadership development and training programmes. The impact of leadership style management on employee engagement has been positive, as it has increased the level of collaboration and communication between leaders and employees, as well as helped to create a more positive work culture where employees feel valued and respected (Bakker and Bal, 2010). Nevertheless, there were difficulties with implementation, such as leaders' reluctance to alter their style of leadership. To overcome this difficulty, the State Services Commission has worked to train and support senior leaders and has created a performance management system that recognises and rewards leaders who exhibit the competencies listed in the framework.

The notion of leadership style management has been embraced by other countries in the region, such as South Africa. The government was more concerned with fostering an inclusive society during this period of apartheid, and they regarded leadership style as a means of achieving this. This is where the history of leadership style management in employee engagement began. Following the strategy's adoption, it was linked to several benefits, including the capacity to foster mutual respect and trust as well as the development of a feeling of purpose (Pak, 2013). Nonetheless, they encountered a number of difficulties in South Africa, including a lack of resources and the requirement to adjust to various cultural variations. As a result, some employees felt less involved because they were unwilling to change. They also discussed strategies for overcoming these obstacles, such as fostering an environment of open communication, accountability, and transparency in order to foster mutual respect and trust between managers and staff.

Nigeria, whose history dates back to the colonial era, is another nation that has adopted the leadership style centred on employee engagement. Following its independence, the nation experienced many difficulties, which prompted efforts to improve leadership and management techniques as a means of overcoming those difficulties. Developing a culture of trust, respect, and innovation as well as increasing productivity were some benefits of the leadership style management approach. But there were other difficulties as well, like a lack of resources and cultural differences, which made it challenging to apply the leadership style. Nigeria established the National Institute for Policy and Strategic Studies (NIPSS) as one means of attempting to address these issues. Haque, Faizan, Baloch, and Nadda (2015) stated that this institute was established to conduct leadership research and training, and that it has also assisted in enhancing the calibre of leadership in Nigeria and boosting the capacity of its leaders.

The history of leadership style management in Cameroon began after the country attained Independence in 1960. Following Independence, the country placed a strong emphasis on enhancing its economy, and leadership style management was considered as a means to this purpose. Fizan and Cockrill (2017) claimed that increasing productivity was the primary benefit of leadership style management. But there were other difficulties as well, like a shortage of qualified workers and scarce resources, which made it challenging to satisfy the demands of both leaders and workers. Daft (2000) claims that the National Institute for Territorial Development (NITD) was established as one of Cameroon's strategies for addressing these issues. This institute was established to promote better regional governance and development, as well as to raise standards of accountability and transparency.

Following a civil conflict, Angola began using leadership style management to increase employee engagement in 2002. Focused leadership style management was lacking throughout this period, but Angola has been attempting to enhance its economy and government via leadership style management ever since the civil war ended. Improved productivity, a higher degree of job satisfaction, and enhanced motivation were some benefits of leadership style management on employee engagement (Sadia, 2023). These benefits resulted in better economic outcomes and an improvement in the standard of living for employees. Nonetheless, among the difficulties they faced were a deficiency of competent leadership, as well as a lack of resources and openness necessary for effective leadership in terms of employee involvement.

Zimbabwe has a long history of using leadership style to manage employee engagement dating back to the early years of the nation's independence. It wasn't until the nation started implementing a more market-based approach to leadership style management in the 1990s that employee engagement really improved. A leadership style has two benefits better motivation and more productivity. Small and Medium Enterprises (SMEs) are essential to the economic transformation of agricultural nations like Zimbabwe. Despite their potential to accelerate financial growth and provide solutions for the problems facing many African countries, SMEs had a high failure rate due to a lack of leadership skills and the application of inappropriate initiative methods (Tinarwo, Wadesango, and Machingambi, 2016). Effective leadership required cooperation between followers and leaders (Mwangi, 2005). Research has shown that SMEs in Zimbabwe have not developed a single leadership style instead, these supervisors employ a variety of leadership philosophies. Executives at SMEs have typically adhered to the bold, independent style of authority (Cope and Parry, 2011). According to Nyamanzwa and Mavhiki (2014), CEOs in Zimbabwe are currently adopting transformational leadership. Using one's own vision and excitement to inspire and motivate staff members is a crucial aspect of transformative leadership (Indermum, 2013). Regardless, the nation faced several challenges in implementing this system, such as inadequate funding and unstable political conditions. To address these concerns, Zimbabwe has created the Zimbabwe Anti-Corruption Commission in addition to a number of other measures.

The nation's grain distribution and marketing are handled by the state-owned Grain Marketing Board (GMB). The 2000s saw the beginning of the leadership style management implementation at GMB following a series of setbacks, including significant employee absenteeism and low productivity. It has been determined that GMB's application of leadership style management has improved employee engagement. The University of Zimbabwe (UZ) study found a strong association between leaders and worker productivity as well as a notable improvement in staff engagement. The GMB has several obstacles in putting leadership style management into practice, such as a shortage of resources that made it difficult to give staff training and development opportunities as well as political and economic environments that affect employee motivation and morale. GMB has developed a number of ways to solve these issues, including emphasising employee training and development, rewarding and recognising high-performing staff members, and concentrating on enhancing feedback mechanisms and communication.

## 1.3 Problem statement

The GMB faced significant challenges in implementing leadership style management, one of which is the high rate of employee turnover. The rate of staff turnover at GMB was above 30% in 2019, which is much higher than the national average, according to the Zimbabwe Congress Trade Unions (ZCTU). Because of this, the workforce is inconsistent, which makes it challenging to apply leadership style successfully. The percentage of staff turnover grew to 35% in 2019 due to a 5% increase. This demonstrated that the leadership style had a detrimental impact on employee engagement since the company is not meeting the needs of the leaders and is not giving employees adequate training on the leadership style.

## 1.4 Objectives of the study

1.4.1 Primary Research Objectives

* To investigate the effectiveness of leadership style management on employee engagement.

**1.5 Secondary Research Objectives**

* To assess the role of transformational leadership style on employee engagement.
* To investigate the impact of personality traits on employee engagement.
* To determine the effectiveness of organisational culture on employee engagement.

## 1.6 RESEARCH QUESTION

**1.6.1 Primary Research Question**

* What is the effectiveness of leadership style management on employee engagement?

**1.7 Secondary Research Questions**

* What is the role of transformational leadership on employee engagement?
* What is the impact of personality traits on employee engagement?
* What is the effectiveness of organisational culture on employee engagement?

## 1.8 SIGNIFICANCE OF THE STUDY.

**1.8.1 To the board of knowledge**

The goal of the study was to increase understanding of how management of leadership style affects employee engagement. This information helped with the knowledge of how management of leadership style affected particular outcomes, such as productivity, motivation, and work satisfaction. Along with emphasising the value of quantifying and assessing the efficacy of leadership style management, the study shed light on the unique circumstances of the GMB organisation and showed how it may be applied to other like ones.

**1.8.2 To the Grain Marketing Board**

The study provided light on how well-working current leadership style management techniques are. Additionally, it helped in pinpoint areas in need of development and offer tactics for raising employee engagement. Additionally, this study emphasised the advantages of having employees, including lower employee attrition, better worker performance, and higher output. Finally, the research helped GMB create a positive workplace culture.

**1.8.3 To the researcher**

Through the research projects she worked on, the study gave the student access to more knowledge. Additionally, it allowed students to practise and apply the concepts they have learnt in University. Additionally, the study gave the student the chance to network professionally with the GMB organisation.

**1.8.4 To the community**

The research furthered our understanding of the role public sector organisations played in fostering community development and well-being by evaluating and assessing the significance of leadership style management in boosting staff engagement.

**1.8.5 To the Government**

The study shed important light on how well leadership style management worked in government. This helped with policy and decision-making related to this subject. Additionally, this study advanced government comprehension of the GMB organisation and could enhance the organization's efficacy.

## 1.9 Limitations

**1.9.1 Credibility of information**

The information gathered could be erroneous or biased. Lack of resources to obtain specific data or information have an impact on the researcher. Time was another constraint. Since the research was conducted for academic purposes and had take place within the parameters of the Bindura University semester schedule, it was not feasible to investigate the entire GMB population in order to gather the necessary data.

**1.9.2 Restriction of access of information**

The study's accessibility to information constrained for a variety of reasons, including security, privacy, and confidentiality. Because of the sensitivity of the material or the necessity to safeguard the organization's interests, the researcher was not able to access some information at GMB. This impacted on research findings since they were not supported by all relevant data.

## 

**1.9.3 Methodological limitations**

The whole range of information needed was not acquired because the researcher was restricted to employing surveys and interviews as a mode of data collecting. This was affected by concerns such as the sample size, research design, data collection methods, and data processing procedures.

**1.9.4 Political and social environment**

The social and political context was a barrier. For instance, GMB operate in a highly political setting, which affected staff members' willingness to provide information or take part in the study. Similar to this, societal factors like culture and beliefs provided difficulties for the researcher when gathering data.

## Delimitations

**1.10.1 Geographical**

Results were limited to a particular geographic area for instance, GMB operates in a particular nation therefore, it's possible that the research findings were not transferred to other places. Moreover, the study's geographic focus is limited to Zimbabwe Bindura and does not cross boarders.

**1.10.2 Participants delimitation**

Certain employee groups at GMB were more or less inclined to take part in the study for instance, senior management were more likely to do so than lower-level staff members. This led to bias in the data's selection, which compromised the reliability of the conclusions.

**1.10.3. Literature boundaries**

This included a deficiency of research on a certain industry or on a specific area, such as Zimbabwe. Boundary may not be acceptable in situations involving strict regulations or during emergencies. Boundaries were not promoted creativity or employee engagement.

## 1.11 Definition of key terms

**Leadership style management:** behaviour approach employed by leaders and managers to influence, motivate and direct their employees (Asiimwe, Kavoo-Linge and Sikalieh,2016).

**Employee engagement**: level of commitment and involvement that employees have in their work with assist their organisation achieve its goals (Kahn, 1990).

**Employee turnover:** the total number of workers who leave a company at a certain period of time (Price, 1977).

**Employee Productivity:** The amount of goods and services that a group of workers produce in a given amount of time (Kessler, 2019).

**Motivation**- is an [internal state](https://en.wikipedia.org/wiki/Mental_state) that drives individuals to engage in [goal](https://en.wikipedia.org/wiki/Goal)-oriented [behaviour](https://en.wikipedia.org/wiki/Behavior) (Maslow, 1943).

**Transformational leader**- leader who inspires, motivates, acts with integrity,  
and encourages others to higher levels of commitment (Onorato, 2013).

**Leadership**: the ability of an individual to influence a group of individuals to attain a common goal (Northouse, 2015).

## 1.12 Organization of the study

The chapter concentrated mainly on presenting the research history, background, and problem statement, importance of the research and the objectives of the research, limitation and delimitation of the study.

## 1**.13 Chapter summary**

The chapter concentrated mainly on presenting the background of the study, problem statement, objectives of the study, research questions, significance of the study, limitations of the study and delimitations of the study. The next chapter will focus on the literature review of the impact of leadership style management on employee engagement at GMB, conceptual framework, theoretical review and empirical review.

# CHAPTER 2

# LITERATURE REVIEW

## 2.1 Introduction

This chapter examined the literature to determine how effective leadership style management influenced employee engagement. To help the research gain a complete grasp of and insight into earlier research that is relevant to the research topics, a critical examination of related literature is required. This chapter covered the literature review on the effectiveness of leadership style on employee engagement at Grain Marketing Board, conceptual framework with diagrams showing independent variables, dependent variable and moderating variables. It also reviewed literature by objectives, theoretical framework with examples of two to three theories that govern the research and empirical review. Literature review is a piece of academic writing which demonstrate knowledge and understanding of the academic literature on a specific topic researched on. The main purpose of the literature review was to gain an understanding of the existing research and debate relevantly to a particular topic and present the information and helps build knowledge in area of study.

**2.2 Theoretical framework**

Leadership theories are well-supported assumptions regarding the mentality of a specific kind of leader. In an effort to investigate the connection between employee engagement and leadership style, the study employed two theories. The Big Five Personality Traits and the Human Relations Theory are these theories.

**Human Relations Theory- Elton Mayo 1920.**

Harvard Professor Elton Mayo and his colleague Fritz Roethlisberger conducted study on how to boost employee engagement in organisations to increase productivity in the 1920s. Following extensive research, it was determined that a variety of elements, such as positive working relationships with co-workers, competitive pay and benefits, efficient management communication, and teamwork, all contribute to employee motivation. Parker (2013) states that the human relations theory emphasises how important it is for managers to value and appreciate their employees' opinions in order to prioritise their needs and interests. The hypothesis goes on to say that increased productivity and employee engagement are closely correlated with improved working environments. This theory's basic tenet is that employees should not be viewed as mere production inputs but rather as fellow human beings. The goal was to investigate the factors that drive workers to engage deeply in order to produce quality work. The results of the study demonstrated the connection between worker morale and productivity at work. According to human relations theory, task-centered leadership is less beneficial than democratic and transformative leadership. The human resource manager is in charge of getting feedback and engaging with staff members in order to gain a variety of viewpoints on issues that are important to them and raise employee engagement. One of the main factors that raises employee engagement is organisational culture, which fosters diversity and teamwork and the leadership style employed. Human relations theory aids in building employee relationships, decreasing conflicts, and promoting employee engagement. Employees are more engaged at work when they feel valued, respected, and included. This theory governs the main objective the impact of leadership style management on employee engagement, the influence of transformational leadership on employee engagement, and the impact of organisational culture on employee engagement are all governed by this theory.

**The Big Five personality trait- D.W.Fiske 1949.**



Fiske established the notion known as the "big five personality trait" in 1949. In managing staff, it highlights the personality attribute of the leader. A leader with a high degree of openness is creative, willing to try new things and pick up new skills, which results in a wide range of options when making decisions. Human resource managers need to have a high level of conscientiousness in order to increase employee engagement through on-going checks, ahead planning, and meeting deadlines for assigned tasks. Conscientiousness is a personality trait that explains one's level of organisation, planning, and well-being. Extraverted leaders are gregarious and friendly with their staff, which encourages employee engagement since staff members feel comfortable approaching them with any issue. Supervisors with high agreeableness levels can support and empathise with their staff. A successful leader needs to be less neurotic, able to handle stress, free from mood swings, and consistently filled with optimism in order to inspire their team members. Open, amiable, and extraverted managers are more likely to manage teams and promote team development. Leaders serve as role models for their subordinates, and when they exhibit favourable personality traits, followers are more inclined to follow suit. This creates a productive workplace where staff members are motivated to work. This theory governs theory on the impact of personality trait on employee engagement

## 2.3 Conceptual framework*.*

Independent variables

Dependent variables

Moderating variables

Leadership style management

Employee engagement

Technology

-transformational leadership

-decision making

-succession planning

-culture

-personality traits

-organisational structure

-autocratic leadership

-reduced absenteeism

-reduced turnover rate

-increase in market share

-profit increase

-low accidents

Increase in production

*Source: Researchers understanding of the variables*

Figure above illustrated the relationship between independent variable (leadership style) and dependent variables (employee engagement). The independent has sub-variables namely decision making, succession planning, culture, personality traits and organisational structure. The dependent variable has sub variables namely reduced turnover, profit increase, low accidents and increase in productions. The relationship between independent and dependent variable is weakened by moderating variables. From the above diagram it showed that sub independent variable for example organisational culture influences employee engagement. When an organisation possess positive culture employee are likely to be engaged which in turn results in increase in market share. Decision making also influences employee engagement when an organisation involves their employees in decision making they are likely to be engaged resulting in increase in productivity as they feel valued. Succession planning is another dependant variable that influence employee engagement, when an organisation encourages their employees to engage in career development those employees are in turn going to be engaged resulting in low accidents at work place. Therefore, the figure above demonstrated that they is a strong positive correlation between dependant variables and independent variables.

## 2.4 Objective by objective review of literature

**2.4.1 The effectiveness of leadership style management on employee engagement**

The way a leader leads affects several aspects of the organisation, including employee engagement and productivity. Adopting various leadership philosophies that align with the needs and objectives of the workforce is part of a successful leadership style that goes beyond the traditional organisational structure. Effective tactics for increasing employee engagement include transformational, servant, democratic, transactional, laissez-faire, and charismatic leadership styles. When it comes to building a productive workplace where employees feel valued and inspired, each leadership style offers a unique benefit. However, by limiting autonomy and stifling creativity, authoritarian leadership is one of the main leadership styles that lowers employee engagement.

Employee engagement is significantly impacted by transformational leadership. Employee emotional and psychological ties to their jobs and organisations are strengthened by this leadership style, which raises employee engagement levels (Sadeghi and Pihie, 2012). Employee engagement is influenced by transformational leadership in a number of ways, such as by raising morale and motivation. Transformational leaders, according to Bass and Riggio (2006), encourage staff members to discover more meaning in their work by presenting a compelling vision and setting high standards. Employee morale and motivation are raised by having a purpose, which makes them more committed to their work. Innovation and creativity are valued in an atmosphere that is fostered by transformational leaders. Employees that are intellectually stimulated are more likely to think creatively and give original ideas, which can increase employee engagement since they will feel as though their efforts are valued (Gumusluoglu and Ilsev, 2009). Transformational leaders foster a culture of continuous improvement by staying steadfastly committed to their objectives and holding themselves to high standards. Under transformative leadership, employees frequently show greater interest and investment in their work, which boosts output. Additionally, they give each employee specific attention that is focused on their development both personally and professionally. Employee engagement is increased by this individualised care since they feel appreciated and supported. Spreitzer (1995) asserts that transformational leaders empower staff members by allowing them to participate in decision-making and grant them autonomy. This increases staff members' sense of control over their job and increases engagement. Consequently, transformational leadership fosters an atmosphere where workers feel motivated, appreciated, and a part of the team, which raises engagement and improves organisational results.

According to the ideology of servant leadership, a leader's main objective should be to serve others (Greenleaf, 1970). This method places a strong emphasis on the leader's duty as a servant who puts the needs, growth, and welfare of their subordinates ahead of their own. Workers are given the freedom to reach their full potential and are actively listened to. Servant leadership creates a helpful and empowering work atmosphere, which has a tremendous impact on employee engagement. This type of leadership increases employee engagement in a number of ways, such as by demonstrating empathy and paying attention to what they have to say. Greenleaf (1970) asserts that servant leaders place a strong emphasis on being aware of and sensitive to the thoughts and feelings of their subordinates in order to increase employee engagement by helping them feel appreciated and respected. Servant leaders may also assist staff members in realising their commitment and engagement by making investments in their personal and professional growth (VanDierendock, 2011). Giving employees more autonomy and responsibility over their job through employee empowerment is another way that servant leadership increases employee engagement (Liden, 2008). Additionally, servant leaders foster strong, trusting relationships with their staff members, which further boosts engagement (Joseph and Winston, 2005). Thus, by fostering a work atmosphere that is ethical, encouraging, and growth-oriented, servant leadership raises employee engagement.

Managers engage employees in the decision-making process and reach a final choice under democratic leadership (Amanchukwu, 2015). Their emphasis on employee feedback and engagement fosters a sense of accountability and ownership among staff members. Higher levels of involvement result from this leadership style's fostering of an inclusive and participatory culture. Employees are more dedicated to the organization's objectives when they believe that their opinions are respected. Democratic leaders promote creativity and uniqueness among employees, which benefits the company as a whole (Mwenje, 2015). Workers are permitted to participate in decision-making and offer recommendations (Khan, 2017). Democratic leadership encourages an inclusive and cooperative work atmosphere, which has an impact on engagement. This leadership approach places a strong emphasis on team members' active participation and collaborative decision-making, which can raise engagement levels. Democratic leadership has a variety of effects on workers, including better teamwork and communication. Democratic team leaders encourage employee dialogue and cooperation. As a result, there is greater employee involvement in a more welcoming and encouraging work atmosphere (Huang and Gong, 2010). Democratic leaders also support team members' involvement and creativity development and promote their ideas. Elernkov (2002) asserts that this ongoing evolution creates a sense of accomplishment and growth that raises engagement. Democratic leaders provide their staff a sense of ownership and accountability by involving them in the decision-making process. Employee commitment and engagement are increased by this involvement because they believe their efforts and opinions are valued (Gastil, 1994). Therefore, by encouraging a collaborative, empowering, and participatory work environment, democratic leadership has a favourable impact on employee engagement.

Coaching managers prioritise the professional development of their staff members. They provide guidance on mentorship and continuous feedback to enable employees to grow and reach their greatest potential. Coaching leaders encourage employees to pursue growth and improvement, fostering a culture of learning inside the organisation (Ellinger and Keller, 2003). When workers believe their leaders are investing in their personal growth, they become more engaged and motivated to achieve. By emphasising the growth, support, and empowerment of employees, coaching leadership has a significant effect on employee engagement. This leadership approach places a strong emphasis on helping staff members reach their objectives, both personal and professional, through ongoing coaching, skill development, and feedback. Employee engagement is influenced by coaching leadership in a number of ways, including as enhanced performance and satisfaction. Employees that receive ongoing coaching and feedback are better able to meet their objectives and perform better. Higher job satisfaction and engagement result from this feeling of progress and accomplishment (Beattie, 2014). Additionally, coaching leaders foster critical thinking and innovative problem-solving among their staff members. Hagen and Peterson (2015) claim that keeping an emphasis on innovation and ongoing development keeps workers motivated and involved in their work. Consequently, employee engagement is positively impacted by coaching leadership.

Laissez-faire managers give their employees a lot of liberty, trust, and flexibility to fulfil deadlines (Indurmun, 2013). They support by allowing workers the autonomy to decide for themselves and complete tasks on their own. When workers are strongly motivated, this leadership style works well. Because they respect their freedom and the trust vested in them, employees may become more engaged and productive as a result. A leader usually keeps a low profile, lets staff members make their own judgements, and only takes action that is absolutely necessary to keep the business running, according to Sadeghi and Pihie (2012). Since it allows workers to complete tasks as they see fit, a laissez-faire leadership style is a fair leadership approach (Rauf,2014). Employee engagement rises when workers have greater autonomy over their job. Laissez-faire leadership, which is defined by a laissez-faire attitude in which managers give little guidance and let staff members make decisions for themselves, typically has a detrimental effect on worker engagement. This leadership approach frequently produces a lack of direction, accountability, and support, which can have a number of negative implications on participation. Employee engagement is impacted by laissez-faire leadership in the following ways, without specific objectives and feedback, workers could find it difficult to remain productive and do their best work. Due to a lack of success and advancement, this may result in decreased performance levels and disengagement (Eagly, Johannesen-Schmidt, and van Engen, 2003). Laissez-faire leadership's lack of assistance and ambiguity can cause stress and discontent at work. Workers may experience burnout and disengagement if they don't feel supported in facing their difficulties (Hinkin and Schriesheim, 2008). This suggests that a culture of laissez-faire leadership generally results in lower levels of employee engagement because there is a lack of accountability, direction, and support, which lowers motivation, performance, and work satisfaction.

Indermun (2013) defines transactional leadership as management leadership that involves exchanging labour and employee loyalty for monetary advantages, praise, and promises. The ability of a manager to inspire staff members with rewards and incentives is a key element of transactional leadership. They evaluate work, set specific goals, and offer rewards for reaching predetermined milestones. Goal-meeting and employee performance are recognised (Nikezic, 2013). While this kind of leadership could be helpful in the short run, it might not be able to sustain high levels of productivity and engagement in the long run. However, it could work well as a tool to improve production when paired with other leadership theories that place an emphasis on intrinsic drive. The use of rewards, penalties, and a defined framework in transactional leadership to manage staff has conflicting effects on worker engagement. Even though it offers consistency and clarity, it frequently lacks the inspiring and motivating components required to truly engage workers. Employee performance can be encouraged by transactional leadership, which offers incentives for achieving predetermined targets. For workers who are motivated by external incentives, this rewards programme can increase engagement (Judge and Piccolo, 2004). Workplaces that are stable can be produced by transactional leaders who set clear expectations and give structure. For workers who appreciate clearly defined tasks, this clarity can assist them grasp their duties and responsibilities, which may boost job satisfaction and engagement (Bass, 1990). Usually, the transactional method places a strong emphasis on following protocols, which might impede creativity and innovation. Lower engagement may result from employees feeling less encouraged to take initiative or think creatively (Jansen, Vera and Crossan, 2009). However, the effects of transactional leadership on employee engagement are severely constrained. Transactional leadership frequently places less emphasis on personal development and growth in favour of short-term objectives and instant rewards. Employees may feel their personal and professional development is not given priority as a result, which could lead to a decrease in long-term commitment (Bass and Riggio, 2006). This demonstrates how, despite its potential to improve clarity, performance focus, and short-term motivation, transactional leadership frequently fails to promote deep, intrinsic involvement and long-term employee growth.

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This type of leadership usually leads in employees feeling less invested in their work since managers make decisions without first consulting their personnel (Dyczkowska and Dyczkowski, 2018). Autocratic managers can make decisions for the organisation without consulting other staff members and have complete control over those decisions. Employee participation in decision-making is prohibited by autocratic leaders (Khan, 2017).Employee engagement is lower when they don't participate in decision-making and aren't held accountable for their work. However, because choices are made quickly and put into action right away, an authoritarian leadership style is effective (Amanchukwu, 2015). Reduced autonomy is one of the elements that affects engagement under an autocratic leadership style, which entails leaders making decisions unilaterally with little to no involvement from staff members. This can have a negative impact on engagement in a number of ways. Decisions made by autocratic leaders are frequently made without employee input, which can cause emotions of diminished autonomy and disempowerment. Employee motivation and engagement typically decline when they don't have control over their work (Deci and Ryan, 2000). Furthermore, a lack of input and participation in decision-making processes might lead to a decrease in job satisfaction, claim Gagne and Deci (2005). Employee engagement may suffer if they feel underappreciated and undervalued. Autocratic bosses frequently have formal, aloof relationships with their staff, which erodes interpersonal ties. Employee engagement depends on strong relationships and a feeling of community, in their absence, engagement may suffer (Bass, 2008). The aforementioned made clear that autocratic leadership typically results in lower employee engagement levels because of less autonomy, decreased job satisfaction, diminished innovation, increased stress, and strained interpersonal relationships.

**2.4.2. The impact of personality traits on employee engagement**

Managers must determine which personality traits are more closely associated with employee engagement since they play a significant role in identifying potential employees who are likely to be involved. According to Nicholas (2008), personality is defined as a person's thought process, feelings, and behavioural attitudes along with their psychological makeup.

Among the personality traits identified by the Big Five Personality Model is extraversion. Extraverted traits are associated with higher levels of happiness, social connectedness, objectivity, and concern for others around them. It also seems like they want to reduce turnover. Extraversion and employee engagement are positively correlated. An employee with a high extraversion index score is social and helpful (Christian, 2011). Extraverted employees are more at ease when networking, which increases their level of engagement at work. Extraversion, which can improve employee engagement through a variety of ways, is characterised by friendliness, assertiveness, enthusiasm, and high energy levels. Relationship-building and social engagements are what extraverts love to do. This characteristic aids in the development of robust social networks in the workplace, promoting a feeling of community and belonging that raises engagement levels (Langelaan, Bakker, van Doornen, and Schaufeli, 2006). Because extraverts are frequently forceful and proactive, they can look for possibilities, take the initiative, and speak up when they have problems or ideas. According to Kim, Shin, and Swanger (2009), proactive behaviour makes people feel more involved and important at work, which raises engagement levels. This demonstrates how extraversion enhances energy, social interaction, assertiveness, positive emotionality, and adaptability all of which lead to a more proactive and engaged workforce and how extraversion positively impacts employee engagement.

According to Panaccio and Vandenberghe (2012), managing interpersonal connections is correlated with agreeableness. Being able to express and regulate their emotions is a feature that makes a person more likely to be involved in their profession. High agreeableness scorers are more likely to get along with co-workers and function well in a group environment. Employee engagement is increased since they might foster a favourable work environment. Employees with lower agreeableness tend to be less sociable and have worse relationships with their co-workers, which has an impact on how involved they are at work. The goal of agreeableness is relationship management. Because they foster a favourable workplace culture that encourages employees to get along with one another and other stakeholders, more amiable workers are likely to be more productive. If managers want their staff to have a friendly demeanour, they must set an example. Employees with high agreeableness scores are probably more committed to their jobs. Agreeableness improves teamwork and collaboration, which in turn promotes employee engagement. People that are more agreeable are more cooperative and collaborative, which improves team relationships. This cooperative attitude improves overall involvement by creating a supportive work atmosphere (Costa and McCrae, 1992). Co-workers and superiors tend to have strong, good relationships with agreeable employees. Strong interpersonal ties foster a feeling of community and belonging that increases participation (Ilies, Scott, and Judge, 2006). Therefore, this indicate that agreeableness generally enhances employee engagement through improved teamwork, strong interpersonal relationships, effective conflict resolution, empathy, and positive, altruistic behaviours.

The most reliable indicator of involvement that influences work engagement through the internal motivation process is consciousness. High conscientiousness workers are typically more accountable, tenacious, well-organized, and driven to achieve organisational objectives (Singh, 2014). High conscientiousness workers are positively correlated with meeting deadlines, having a strong sense of accountability, and being motivated by their work to reach objectives. Low conscientiousness has been linked to lower levels of employee engagement since it has been suggested that these workers are less accountable and unable to meet deadlines, which impacts their level of engagement. Employee engagement is greatly impacted by the conscientiousness attribute, which is defined by organisation, responsibility, dependability, and goal-directed behaviour. Conscientiousness affects worker engagement by encouraging goal-setting and attainment. Goal-setting and goal-achieving are very motivating for conscientious people. They are engaged with their duties and projects because they have a strong work ethic and are persistent (Judge and Bono, 2001). Employees that are conscientious take the initiative to recognise and solve problems. They take the initiative to solve problems and go over barriers, which helps them feel in charge of and involved in their work (Digman, 1990). Those that are conscientious aim for excellence in their work. Their focus on quality and meticulous attention to detail foster an environment of high standards and ongoing development, which raises employee engagement levels throughout the company (Costa and McCrae, 1992). Conscientiousness, then, is shown to have a beneficial impact on employee engagement through encouraging goal-pursuing, dependability, job completion, proactive problem-solving, and a dedication to excellence all of which lead to a more engaged and effective workforce.

According to Salgado (2002), one's level of inventiveness, creativity, and delight of attempting new things can be attributed to their openness to experience. Because experienced professionals enjoy taking on tough projects that allow them to enhance their knowledge and abilities, they are more likely to be interested in their work. Because they feel fulfilled in their profession, they are more inclined to be receptive to change and to pursue responsibility in their field. Workers that are less receptive to new experiences are typically less creative, less flexible, and less inclined to take on difficult tasks. Since they are less innovative, this lowers their degree of engagement with their work. This personality trait demonstrates the strong correlation between the openness to experience attribute and employee engagement. It implies that workers who are more open to new experiences are more imaginative and enjoy taking on difficult tasks, both of which contribute to the growth of their skills. Employee engagement is positively impacted by the trait of openness, which is defined by creativity, curiosity, flexibility, and a willingness to accept new experiences and ideas. Open people are more inclined to come up with creative solutions and methods for tackling problems. Their inventiveness and openness to considering things from several angles help to create an innovative work environment that encourages participation (Scott and Bruce, 1994). When things change, open workers are more flexible and adaptive. They welcome fresh chances and challenges, which keeps people interested in times of uncertainty or organisational upheaval (Judge and Bono, 2001). Thus, this demonstrates how openness fosters creative thinking, flexibility, ongoing learning, open communication, and curiosity all of which lead to a more engaged and motivated workforce and how this positively improves employee engagement.

If someone finds differences in the world disturbing, frightening, or bothersome, they are deemed neurotic. Anger, worry, and other unpleasant emotions may be reflected in a higher degree of neuroticism. It has been demonstrated that neuroticism and employee engagement are positively correlated. Workers with low neuroticism are probably stress-free, capable of managing disputes at work, and able to perform effectively under duress. Employees with low neuroticism are more likely to be involved in their work since they are gregarious and don't experience anxiety, depression, or stress. Due to their negative traits, such as tension and unhappiness, which hinder their ability to work with others, highly neurotic workers are less likely to be engaged at work. High neurotic workers are less likely to be engaged at work because of negative traits like stress and despair, which make it difficult for them to collaborate with others and result in high absenteeism and presenteeism rates. Anxiety, moodiness, negativity, and emotional instability are traits of neuroticism, which typically has a detrimental effect on worker engagement. People with strong neuroticism frequently have more stress and unstable emotions. This might make it harder for them to handle the demands of the job, which lowers engagement since they could feel overburdened and unable to do their obligations well (Judge, Heller, and Mount, 2002). Negative emotions including anxiety, despair, and anger are more common among neurotic people. These unfavourable feelings may cause workers to focus more on the drawbacks of their workplace, which can lower job satisfaction and engagement (Watson, Clark, and Tellegen, 1988). Low job satisfaction is linked to high levels of neuroticism, and this has an immediate effect on engagement. Regularly unhappy workers are less likely to be motivated and engaged at work (Thoresen, Kaplan, Barsky, Warren, and de Chermont, 2003). Thus, these findings suggest that neuroticism typically has a detrimental effect on employee engagement because of higher levels of emotional instability, negative affectivity, decreased resilience, decreased job satisfaction, and more interpersonal conflicts.

**2.4.3 Effectiveness of organisational culture on employee engagement**.

According to Cameron and Quinn (2011), organisational culture is the set of values, practices, routines, language, and symbols that create an organization's operational definition of success. The organisational culture, which comprises of the values, attitudes, and behaviours that dictate how work is done, can have a big impact on employee engagement. High levels of employee engagement, which in turn produce better organisational outcomes including lower staff turnover, higher productivity, and enhanced performance, can be the effect of a positive organisational culture. Over time, established norms within an organisation shape expected patterns of behaviour (Miller, 2014). Employee engagement can be impacted by organisational culture in a number of ways, such as by developing a supportive environment, encouraging open communication and teamwork, and building a feeling of community and shared purpose. A friendly and empowering work environment, encouraging open communication and cooperation, and developing a feeling of community and shared purpose are just a few of the ways that organisational culture can affect employee engagement. Employee motivation, however, may suffer if an organization's culture is characterised by undesirable behaviours, such as bullying, discrimination, and a lack of openness or good management. It is the responsibility of managers to foster a positive corporate culture since a poisonous workplace culture can lead to lower levels of employee engagement. Numerous elements, such as leadership, communication, the workplace culture, organisational principles, and reward and recognition, can have an impact on an organization's culture.

Managers' actions and leadership style can have an effect on employee engagement and the corporate culture. Open, hospitable, and encouraging managers are more likely to foster a favourable work environment, which raises employee engagement. Managers should adopt effective leadership philosophies such as charismatic, democratic, and transformational leadership in order to boost employee engagement (Adenji, 2020). If businesses wish to raise employee morale, they must also invest in the education and training of their staff. Autocratic managers run the risk of alienating their staff. Supervisors need to foster an environment where their leadership style is inclusive of all staff members and raises their engagement levels.

The activities and leadership style of managers can impact organisational culture and employee engagement. Managers that are approachable, kind, and supportive are more likely to create a positive work atmosphere, which increases employee engagement. To increase employee engagement, managers should embrace effective leadership philosophies such as transformational, democratic, and charismatic leadership (Adenji, 2020). Businesses need to invest in the education and training of their employees if they want to boost employee morale. Managers that use autocratic control may alienate their employees. Supervisors must create an atmosphere where their leadership style is inclusive of all employees and increases their levels of participation. It is imperative for managers to enhance communication channels to cultivate a positive workplace culture that promotes diversity, transparency, and trust among employees. Employee engagement is significantly enhanced by an environment of open communication. Transparent communication fosters trust between staff and management. Open and honest information sharing makes workers feel appreciated and respected, which raises employee trust in the company and its executives (Eisenberger, Huntington, Hutchison, and Sowa, 1986). Workers who feel educated and active in decision-making processes are more likely to be engaged and dedicated to their work. Employee empowerment results in increased levels of engagement because open communication gives workers a voice and a sense of ownership over their job (Katz and Kahn, 2015). Employee collaboration and teamwork are fostered by open communication. Teams can collaborate more successfully, discuss ideas, and solve problems as a group when information is openly exchanged, which raises engagement levels (Wheelan, 2009). This emphasises how crucial open communication is for developing trust, engagement, teamwork, creativity, and conflict resolution in businesses, all of which eventually result in happier and more effective work environments.

One of the most important duties of managers is to create an organisational culture that supports a positive and productive work environment. Employee engagement and the work environment are positively correlated. Employee engagement at work is influenced by their sense of safety in their work environment. According to Zacker (2016), unethical behaviours like bullying and discrimination shouldn't be tolerated in a good work environment. Furthermore, a work-life merge, a culture that promotes employee welfare, and employment security are crucial. Employee engagement is higher in a favourable work environment. However, workers in immoral environments put in less effort into their task. Establishing a moral workplace culture has a significant beneficial effect on worker engagement. Respect and trust are fostered among co-workers through ethical behaviour. People are more likely to trust their leaders and peers when they believe that their organisation upholds integrity and principles, which raises engagement levels (Mayer, Davis, and Schoorman, 1995). The personal values and views of employees are in line with an ethical workplace. Employee engagement is likely to rise when they perceive their organisation to share their ethical ideals, as this can give them a sense of purpose and belonging (Brown and Treviño, 2006). Organisations that uphold ethics show a dedication to upholding moral principles despite obstacles or pressure to give in. Employee engagement levels rise as a result of this dedication, which motivates others to have a similar passion for their work and the company (Treviño et al., 2003). The aforementioned illustrates how creating an ethical work environment raises employee engagement through promoting trust, dedication, alignment with values, a positive work environment, lower stress and turnover, and enhanced employee advocacy.

A company's culture must be able to appropriately reward and acknowledge its employees. Workers must be recognised and given incentives in the form of pay, bonuses, and benefit packages. When workers believe they are appreciated for their efforts, they are more productive and earn more rewards. In a setting where they receive fair compensation for the work they do, employees are more productive and feel more motivated. Cicero (2015) asserts that workers who do not receiving credit and acknowledgment for their contributions feel less motivated and engaged at work. Pay raises and promotions can be utilised to convey appreciation and reward, which considerably boosts employee engagement and inspires employees. Employee engagement is increased in companies with incentive and recognition cultures since they are typically more productive and have reduced staff turnover. Thus, incentives and recognition influence organisational culture, which in turn influences worker engagement. Providing equitable appreciation is essential for raising employee engagement. Equitable recognition encourages workers to keep up their best work by recognising their accomplishments and efforts. Employee morale rises and engagement levels rise when they see that their labour is respected and appreciated (Eisenberger, 1999). Equitable acknowledgment cultivates a feeling of inclusion inside the company. Employee engagement and connection to the company are increased when they feel valued members of the team, which is a result of receiving acknowledgment for their work (Maslow, 1943). Loyalty and retention among employees are influenced by fair recognition. Employee retention is higher and a more stable, engaged workforce is ensured when workers feel appreciated and acknowledged by the company (Schmidt, 2007). Equitable acknowledgment fosters a supportive and encouraging work environment where people feel valued and supported. Higher levels of involvement and collaboration result from this recognition-based culture, which cultivates respect and trust between individuals (Gittell, Cameron, Lim, and Rivas, 2006). This serves as an example of how equitable recognition raises employee engagement through inspiring workers, creating a feeling of community, boosting output, encouraging retention and loyalty, developing a healthy workplace culture, and promoting peer recognition.

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**2.4.4 The role of transformational leadership on employee engagement.**

Transformational leadership significantly impacts employee engagement by fostering a positive and motivating work environment. Here's a detailed objective-by-objective review of how transformational leadership influences employee engagement:

By creating a supportive work environment, leaders may increase employee engagement. This is the responsibility of transformational leadership. Transformational leaders genuinely care about their staff members' personal needs and professional growth. Individual consideration is a key element of transformational leadership, according to Bass and Riggio (2006), who also emphasise how leaders who give individualised attention create a more loving and supportive atmosphere. Transformational leaders make the effort to comprehend each worker's distinct goals, shortcomings, and talents. To assist employees in achieving their goals, both personally and professionally, they offer specialised support and tools. Leaders serve as mentors, providing advice and criticism tailored to each individual's requirements. Employees benefit from feeling appreciated and encouraged in their professional growth. By fostering a supportive environment transformational leaders are engaged through improving a sense of belonging and support to employees which will lead to their success. Therefore, transformational leaders enhance employee engagement through fostering a supportive environment.

By promoting creativity and innovation, transformational leadership also plays a part in raising employee engagement. When leaders challenge people to be creative and innovative, question presumptions, and approach challenges from fresh angles, they are demonstrating the importance of transformational leadership in fostering innovation and creativity inside organisations. According to Bass and Riggio (2006), intellectual stimulation plays a crucial role in transformational leadership, which encourages creativity by pushing staff members to think beyond the box. Leaders question the status quo and inspire critical and creative thinking among their staff. They provide workers the chance to try new things and be creative without worrying about making mistakes. Employees that feel encouraged to try out new ideas have a mindset that is focused on innovation and continual improvement, which improves their ability to solve problems and be creative. Additionally, transformational leaders foster creativity and innovation by empowering their staff members by giving them autonomy over decision-making and delegating authority. Leaders give their staff members big tasks and provide them the latitude to come up with and carry out original ideas. Empowerment under transformational leadership fosters more creativity since workers feel more competent and self-assured (Kark, Shamir, and Chen, 2003). Leaders empower staff members to take initiative and create without undue supervision by cultivating a culture of trust. Thus, it can be said that by offering workers greater responsibility and ownership over their work, transformational leaders encourage a proactive approach to problem-solving and give workers the freedom to take initiative and make decisions. This encourages workers to be highly engaged in their work by fostering an environment where original ideas and creative solutions are valued and put into practice.

The function of transformational leaders involves the development and empowerment of their staff, which in turn promotes employee engagement. Because it understands that staff development and empowerment are essential to the success of the organisation, transformational leadership places a strong emphasis on these areas. Tims, Bakker, and Xanthopoulou (2011) assert that transformational leadership is characterised by its commitment to on-going learning and development, which fosters long-term employee engagement and organisational innovation. Transformational leaders frequently adopt a mentorship role, offering on-going criticism, counsel, and encouragement to promote personal development. Transformational leaders foster an environment that is focused on on-going education and development. Whether through formal education or on-the-job training, leaders encourage staff members to pursue chances for on-going education and learning. Transformational leaders encourage people to learn from departments and from one other by facilitating knowledge transfer inside the organisation. To improve the skills and knowledge of their staff, leaders set priorities and allot resources for training sessions, conferences, and seminars. They collaborate with staff members to create clear career pathways and provide direction and encouragement to help them reach their long-term professional objectives. Engaging people in long-term possibilities helps to develop a highly knowledgeable and talented workforce that can adapt to changing demands. It also keeps employees engaged and motivated to learn and grow, which promotes continual performance improvement. Through lifetime learning, creating a supportive environment, and facilitating continual development, transformational leadership is essential in helping employees grow and become empowered. Transformational leaders optimise employee engagement, contentment, and performance through the utilisation of these mechanisms, so contributing to the overall success of the organisation.

Establishing a connection based on trust is essential to transformational leadership. The purpose of transformational leadership is to encourage and inspire followers to put the organization's objectives ahead of their personal self-interests. Transformational leaders base their power and influence on trust. Followers are more likely to be open to their leaders' vision and eager to comply with their advice when they have faith in them. Transformational leaders base their power and influence on trust. Followers are more likely to be open to their leaders' vision and eager to comply with their advice when they have faith in them. Open and sincere communication between leaders and followers is made possible by trust. This openness is essential for exchanging criticism, talking about difficulties, and working together to find solutions. Aligning the team with the organisational vision is facilitated by open communication as well. Followers are more devoted to the organisation and its objectives when they have faith in their leaders. Employee morale is raised and they are inspired to go above and beyond in their work when there is trust between them, which raises performance and job satisfaction. Strong, constructive interactions between leaders and followers are facilitated by trust. Mutual respect, assistance, and cooperation characterise these connections, all of which are crucial for attaining sustained organisational success. Building trust is therefore essential to transformational leadership because it supports the leader's capacity to motivate, inspire, and direct followers to achieve outstanding outcomes and cultivate a supportive, creative, and cooperative organisational culture, both of which raise employee engagement with their work.

Transformational leadership plays a crucial role in enhancing employee engagement. By motivating employees through a fostering an innovative and supportive environment, developing and empowering employees and building a trusting relationship, transformational leaders can significantly improve engagement levels within their organizations. This, in turn, leads to better performance, lower turnover, and a more positive organizational culture. For organizations aiming to boost employee engagement, developing transformational leadership qualities in their leaders is a strategic and effective approach.

## 2.5 Empirical review

**2.5.1 Study by Nemashakwe, Zinyemba and Gumbe (2023) entitled “Predominant leadership styles used by SMEs in Zimbabwe: A case of Bulawayo’s Central BusinessArea.”**

The growth and profitability of Small and Medium Enterprises (SMEs) are critical to the sustainable development of developing nations such as Zimbabwe, where there are severe poverty, unemployment, and wide-ranging wealth disparities (Mudavanhu, Bindu, Chigusiwa and Muchabaiwa, 2011). SMEs have the potential to advance economic development and provide solutions for the issues that many African nations have, but they typically fail due to inadequate management abilities and unsuitable leadership styles (Tinarwo, 2016). Utilising a survey and a quantitative research design, this study determined which leadership philosophies are most frequently employed by SMEs in Zimbabwe. 241 people from the Central Business Area of Bulawayo submitted primary data via a closed-ended questionnaire. The study demonstrated how SMEs in Zimbabwe applied the two leadership philosophies of directed leadership and selective participation. The survey's findings indicated that the most common style of leadership was directed leadership. Instead of depending solely on one style in every circumstance, managers of SMEs are urged to determine and apply a style that will be suitable for the current scenario.

**2.5.2 Study by Chikove and Shiri (2021) entitles “The Effect of Leadership Style on Employee Commitment in the Mining Sector in Zimbabwe”**

This study set out to determine how leadership style affected worker commitment in Zimbabwe's mining industry. This was brought about by the realisation that Zimbabwe's mining sector is losing experienced workers, which has slowed down the nation's economic development. It is noteworthy that the loss of skilled workers has had a significant impact on productivity in the mining industry, which has finally resulted in an inability to meet organisational goals. Despite being the backbone of Zimbabwe's economic expansion, the country's mining sector has been severely damaged by a skills shortage (Segula, 2015 ). Any business can achieve its goals with the help of motivated employees (Lahkar Das and Baruah, 2013). It follows that since employees are the lifeblood of every business, management should employ effective leadership techniques in addition to other tactics to entice and retain them. The quantitative research method was essentially used in this article. Edmond and Kannedy (2012) assert that this kind of research, in which the investigator selects the subject matter to be studied, formulates focused questions, obtains quantitative data from participants, applies statistical analysis to these data, and executes the investigation, is typically conducted objectively. For the study, a convenience sampling strategy was used. A range of participants, from entry-level workers to senior managers, were selected at random for the study. There were 140 employees in the sample. To gather information, the researchers employed a 5-point Likert scale questionnaire. All 140 respondents received questionnaires however, 113 were returned by shaft workers employed in the gold mining industry in the districts of Zvishavane and Mberengwa. The researcher kept an eye on the respondents while they finished the questionnaires to make sure they didn't talk among themselves and sway each other's answers. There were 113 questionnaires found, which translates to an 80% response rate. The primary conclusions showed a moderate to significant positive association between subordinate affective commitment to the company and charismatic and inspirational leadership styles.

**2.5.3 Study by Nico Schutte (2019) entitled “East meets west: A comparative analysis of leadership styles in Canadian and Japanese wine industries.”**

Given the dynamic demands of the market, businesses must be extremely adaptive to the demands of their operational environment, which are always changing, in order to be competitive (Chestnut, 2017). This study aimed to highlight the dominant leadership philosophies found in the Canadian and Japanese wine industries, as well as the ways in which these philosophies impact the overall effectiveness of the firm. Sound leadership is one of the most significant instruments that an organisation may have in place to accomplish these aims in a planned and effective manner in order to achieve its objectives (LaMarco, 2018). While ineffective leadership frequently compromises expected business success and jeopardises the achievement of crucial business results, effective leadership has the power to increase workforce productivity and maximise business outcomes (Silverthorne, 2017). Although they are still expected to make important strategic decisions when necessary, Canadian leaders are viewed as being less dictatorial and more amiable with their subordinates (Seth, 2016).A qualitative research methodology was used. The study's objective, which was to understand the managerial viewpoints of executives in the Canadian and Japanese wine industry cases under analysis, primarily influenced the choice of methodology. It was more methodologically viable to undertake a qualitative investigation given the relatively small population of senior management workers in the wine business in these two nations generally, as well as the sophisticated type of information sought by the researchers. Eleven people from Canada and Japan were interviewed via video in order to produce a unique set of multimedia cases that are hosted on the web. Respondents participated in semi-structured interviews in their native tongue. According to this study, there is a positive correlation between worker performance and leadership in both Canada and Japan. As a result, managers need to adjust their style of leadership to foster employee engagement and development.

2.5.4 Study by Hunt (2010) entitled “Leadership Style Orientations of Senior Executives in Australia**”**

The aim of this research is to offer fresh perspectives on the leadership styles of middle-class and large-class Australian private sector CEOs. According to this study, Australian senior executives exhibit a variety of dispositions towards autocratic and democratic leader behaviours, as well as a strong accomplishment orientation and a propensity for visionary-inspirational leadership. This profile is the result of research that involved 54 senior executives and offers an update on earlier studies on senior executive leadership that were carried out on representative groups of Australian managers at the top. In order to collect quantitative data on 32 trait-based factors associated with the four main orientations of leadership styles autocratic, democratic, visionary-inspirational, and laissez-faire a survey questionnaire was created. Utilising a lexical analysis method, the questionnaire items were created in order to identify trait-based descriptors that are conceptually associated with the different leadership-style orientations found in the literature. In order to ascertain the executives' willingness to engage in this study, a six-week period saw the distribution of questionnaires to 101 senior executives across Australia. A computer-generated list of 404 senior executives whose names appeared in The Australian broadsheet newspaper during a one-year period was used to randomly select the target sample. Within the twelve weeks following the last surveys' mailing, 54 completed questionnaires were received. This had a 53% response rate, which is rather good when compared to other mail surveys of a similar nature.

**2.5.5 Study by Akpar, Jengre and Mogre (2019) entitled “The influence of leadership style on organisational performance at TumaKavi Development Northern Region of** **Nigeria”.**

Organisations across the Nigerian economy are currently experiencing a high rate of employee dissatisfaction, unethical behaviour, misappropriation, high labour turnover, and an inability to fulfil fundamental obligations. These issues have further contributed to subpar employee performance, a lack of motivation, and slow growth and development. This has been linked to the failure of both public and private institutions to produce a crop of proven, brave, and genuine leaders (Abiso, Okuboyejo, Ilori, and Adeogun, 2016 and Igbaekemen, 2014). A key factor influencing an organization's ability to perform better is its leadership (Park, 2013). It should go without saying that an organization's performance is influenced by its internal leadership style. The design of the case study was qualitative. Eleven responses, or 65% of the crew, were included in the sample size that was produced by the use of purposeful sampling. According to the report, TKDA adopted a democratic leadership style for the most part. The study found a significant correlation between worker engagement and leadership style.

**2.5.6 Study by Biaka (2020) entitled “Leadership Styles and Employee performance in Cameroon”: The Case of St. Veronica Medical Centre.**

In today's world, a leader's function has evolved, and a leader's style of leadership is critical to the success of any organisation. According to Mintzberg (2010), genuine leaders treat their staff members with deference and humility since they are involved in what they are doing for the greater good rather than for personal benefit. An organization's workforce must be motivated to support the organization's mission in order for it to be successful. Staff stimulation can lead to effectiveness since successful organisations need strong leadership. According to Fiedler and House (1988), the lack of this effective leadership will directly affect how well an organisation performs. In terms of methodology, the study used a quantitative strategy that profited from a descriptive survey design. Simple random selection was used to collect data from the questionnaires given to 100 employees of St. Veronica Medical Centre. The statistical software SPSS 26 was used to analyse the data. This study's regression analysis revealed that, at a 95% confidence level, democratic, transformational, and ethical leadership philosophies significantly improved performance. The two most popular leadership philosophies, which showed no variation based on gender, were transformational and democratic. The negligible and negative beta coefficient of authoritative leadership indicates that it had the least effect on performance. The management of St. Veronica Medical Centre is commended by the study's conclusions for using transformational and moral leadership styles that foster shared vision, foster trust, and foster innovation. Therefore, it was suggested that this institution's leaders focus more on creating effective teams and use transformational leadership behaviour to show warm concern and trust to colleagues. However, for improved results, different leadership philosophies could be used periodically.

## 2.6 Chapter summary

The chapter focused mainly on presenting the literature review, conceptual framework, theoretical framework and empirical review. The next chapter will focus on the research philosophy, research design, population of the study, data analysis, ethical consideration and validity and reliability of data

# CHAPTER 3

# RESEARCH METHODOLOGY

## 3.1 Introduction of research methodology

This study was aimed at uncovering the research philosophy, research design, research approach, sample size and sampling techniques, population data collection techniques, data presentation, analysis, interpretation and discussion ethical consideration, validity and reliability of data and chapter summary.

## 3.2 Research philosophy

According to Kathrine (2020), a research philosophy is a set of guiding principles that act as a project blueprint for planning and executing a research study. Different research philosophies, such as positivism, pragmatic theory, and interpretivism, are listed in a study by Panya and Arwarth (2022). In this investigation, positivism was used by the researcher. Before the researcher enters the settings where observations and inquiries would be made, this approach entails carefully thought-out stages (Speziale and Carpenter, 2003). Adopting a quantitative research approach is intended to help the researcher convey quantitative results in a clear and a more detailed way. It is also a speedier technique of data collection. Due to the numerical nature of quantitative data personal bias is reduced thereby resulting in obtaining accurate results.

## 3.3 Sampling strategy

Fifty six (56) employee’s questionnaires were included in the study's sample. The researcher used a probability sampling technique called stratified random sampling, in which the entire population is split up into homogeneous groups. They were selected using a stratified random selection procedure from a population of sixty-five (65) individuals. Because the sample from each stratum may be randomly selected, eliminating bias in the process, the researcher chose stratified random sampling as a fair method for participants.. Larger sample sizes are often thought to increase the likelihood that the replies fairly represent the entire universe being studied. Yin (2010) pointed out that, depending on the sampling techniques employed, findings from tiny samples can frequently result in conclusions that are somewhat accurate.

## 3.4 Research design

According to Kumar (2011), the study design lays the groundwork and identifies the methods the researcher will employ to carry out the investigation. A study design addresses the issues of what kind of data should be collected to meet research objectives, where to get the data, and how to analyse the data to provide answers to research questions. The researcher adapted a descriptive research approach for this study.

##### 3.4.1 Descriptive design

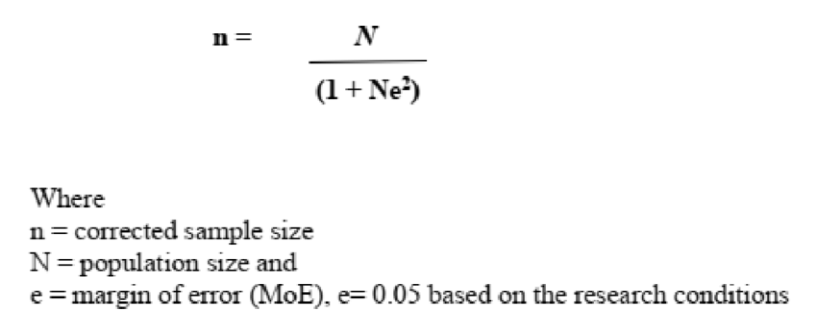
For this study, a descriptive research design was employed. This design was chosen for the research due to the nature of the subject and the study's objectives, which included assessing the effectiveness of leadership style management and employee engagement. Descriptive research, according to Bishop (2017), is the result of non-experimental studies that seek to characterise the characteristics of a phenomenon. This study used a descriptive research approach, primarily collecting data using survey questionnaires. Its design fits our study because it describe current happenings. The researcher decided on a descriptive research design since it provides a reliable and accurate representation of the study-relevant elements. Additionally, the technique enables the collection of primary and secondary data. The approach also facilitates the collection of quantitative, primary, and secondary data all necessary to provide meaningful conclusions and recommendations.

## 3.5 Population of the study

It is referred to as the researcher's target population by Bougie and Sekaran (2019). The entire group of units about whom the researcher hopes to draw conclusions is referred to as the target population. As such, it is a complete group of people from which research subjects can be selected. 65 employees who worked at the Grain Marketing Board Head Office were the target group. There are 55 non-managerial people and 10 managers.

**3.6 Sample size**

A sample size is defined as the number of units such as individuals, observations and data points included in a study. It is a crucial element of research design that affect the validity and reliability of the findings. The precision of the estimates and the ability to generalize the findings to the entire population largely depends on the adequacy of the sample size (Cochran,1977). 56 participants, of the total of 65 individuals in the population, were included in the sample. The researcher used the Yamane formular to calculate the sample size the Yamane formula is a simplified way to calculate sample size. It’s given by the formular



Source : (Pasawano 2023)

## 3.7 Data Collection Instruments

Quantitative research instruments will be used to collect data. The goal of quantitative instruments was to determine whether the predicted generalizations of leadership style management hold true at GMB (Head Office). The research used a questionnaire to collect data.

##### 3.7.1 Questionnaire

To collect data, the researcher employed a 5-point Likert square questionnaire in addition to a closed-ended questionnaire. Given that the researcher is a student, the questionnaire was chosen since it can be distributed online, it is simple to distribute to the intended population and gathers information in less time, and requires no printing expenses. According to Busetto (2020), questionnaires are written documents that are structured and include questions that participants are expected to respond to. Liamputtong (2020) emphasised that both closed-ended and open-ended items are included in questionnaires. According to Bougie and Sekaran (2019), the most common question categories are scaled, open-ended, dichotomous, and multiple-choice.

##### 3.8 Data presentation, analysis, interpretation and discussion.

Given that it was a questionnaire, a variety of quantitative data analysis techniques were applied. Tables, graphs, percentages, frequencies, and charts were used to analyse the data so that it could be easily understood. To aid in interpretation, figures illustrating the relationships between the variables were created. Sorting the data to get rid of ruined papers and classifying it helped with the analysis. Each question's responses were categorised to provide numbers and percentages representing the proportion of respondents who held a particular belief or who fit into a particular category. The researcher first gathered field data to address the study challenge, after which they analysed and altered the data to provide an answer.

##### 3.9 Ethical consideration

According to Saunders (2013), researchers should aim to focus their efforts so as not to adversely impact other people's interests. Participants require confirmation that the information collected about them will be kept private and their identities will remain anonymous. According to Malliari and Togia (2016), the interviewee should not be coerced or pressured by the researcher to provide information. The researcher has to uphold the mentioned morals in order for the research to be fruitful. Respondent confidentiality was guaranteed. It was not required of respondents to divulge details while responding to the survey. The researcher showed the university's letter requesting authorization to conduct study at the corporation, and it was respected and granted.

## 3.10 Validity and reliability of data

By using articles and other reliable and legitimate sources as information sources, the study will attempt to assure validity. As a result, only important information sources from reputable authorities will be consulted. When research instruments measure the things they are supposed to measure while also answering the study questions, the data is deemed genuine. According to Bolarinwa (2015), validity refers to how well research tools capture the necessary data. The investigator ensured that the inquiries included in the survey contributed to addressing research inquiries. The wording chosen was simple enough for those who weren't in the Human Resource Department to understand. The degree of consistency, stability, and equivalency of the results obtained is referred to as data reliability.

## 3.11 Chapter summary

This chapter has presented the methodology of the study. Some of the issues discussed include research design, research philosophy, target population, sampling, validity and reliability. The next section (chapter four) provides data presentation and analysis interpretation and discussion.

# CHAPTER 4

# DATA PRESENTATION, ANALYSIS, INTEPRETATION AND DISCUSSION

## 4.1 Introduction

This chapter's primary goal was to present, analyse, interpret and discuss the data. This section presents the findings that the researcher obtained from the study. The results were estimated by the researcher using a questionnaire. The quantitative facts are displayed using tables, graphs, and pie charts, and are accompanied by a written discussion. The investigator incorporated all data gathered via analysis. Regarding the objectives, the chapter aimed to address questions concerning the connection between employee engagement and leadership style management.

**4.2 Demographic information of research respondents**

**4.2.1 Distribution of respondents**

Table 4.2.1 below shows the distribution and the responses obtained from the questionnaires that were administered to the research subjects N=56

The response rate of the study was calculated as ×100 is 91%

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Department** | **Managerial employees** | | | | **Non managerial employees** | | | **Responses** |
| Questionnaire dispatched | Questionnaire returned | | | Questionnaire dispatched | | Questionnaire returned |
| HR | 2 | | 2 | | 15 | 15 | | 100% |
| Finance | 1 | | 1 | | 15 | 14 | | 94% |
| Marketing | 1 | | 1 | | 5 | 5 | | 100% |
| IT | 1 | | 0 | | 7 | 6 | | 75% |
| Procurement | 1 | | 0 | | 8 | 7 | | 78% |
| **Total** | **6** | | | **4** | **50** | **47** | | **91%** |

As indicated in table 4.1, fifty six (56) questionnaires were given to the respondents. The departments of Human Resources, Finance, Marketing, Procurement, and Information Technology were all involved in the research. four (4) of the six (6) managerial staff members who were given the questionnaires returned them, and two of those were not answered, resulting in an 67% response rate. The remaining fifty (50) questionnaires were given to non-managerial staff members, and forty-seven (47) of them responded, yielding an 94% response rate. These results showed that 51 out of 56 employees were ready to answer the questionnaire giving a total of 91% of the respondents therefore resulting in the researcher obtaining valid and reliable data. This showed that employees at Grain Marketing Board were ready to tackle the questionnaire which were given to them.

**4.2.2. Academic and professional qualifications**

As seen in the figure 4.1.2 above, 25 employees hold undergraduate degrees, and only one (1) hold a PhD. Ten (10) employees hold postgraduate degrees, which is the minimum requirement for admittance into top directorial positions. Only one (1) respondent held a PhD, though, which can be explained by the fact that certain employees continue to be driven to develop. Qualified respondents improve the relevance and dependability of findings (Khoshi, 2018).

**4.2.3 Data analysis of respondent’s by length of service at GMB**

|  |  |  |
| --- | --- | --- |
| Experience | Frequency | Percentage |
| 0-5 years | 11 | 21% |
| 6-10 years | 32 | 63% |
| 11- 20years | 5 | 10% |
| 21+ years | 3 | 6% |

As can be seen above, 63% of respondents have worked for six (6) to ten (10) years, while 16% have worked for more than ten (10) years and 21% have 5 years work experience or less. This could be the result of increased staff engagement at the organisation leading to a low workforce turnover rate. According to Khalil and Khalil (2019), respondents with greater experience enhance the trustworthiness of research findings since experience increases the likelihood of a deeper comprehension of the subject matter of the study. The above information showed that employees at GMB are highly motivated due to lack of high turnover as resulted by 32 respondents having 6-10 years’ experience and 21+ years has a number of 3 respondents due to retirement.

**4.3 Response summary**

**4.3.1 Analysis of the effectiveness of leadership style management.**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statement** | **Responses** | | | | | | |
| SD | D | N | | A | SA | Total% |
| 1. Role of inspiring and motivating employees | 1 | 2 | 13 | | 17 | 18 | 51 |
| 2. Focus on development and growth of employees | 7 | 6 | 8 | | 10 | 20 | 51 |
| 3. Employees involved in decision making | 15 | 10 | 6 | | 15 | 5 | 51 |
| 4. Helps employees achieve their goals | 5 | 7 | 9 | | 10 | 20 | 51 |
| 5. Increases productivity | 6 | 8 | 4 | | 18 | 15 | 51 |
| 6. Employees holding less autonomy to their work | 20 | 15 | | 7 | 4 | 5 | 51 |

Figure above showed that 92% of the respondent agrees that leadership style management at GMB inspires and motivates employees as indicated by transformational leadership, 70% showed that through this leadership style as indicated by coaching leadership employees are trained and developed their skills. Of the 51 respondents, 44% disputed that the leadership style prevents employees from participating in decision-making as indicated by autocratic leadership and also 80% of the respondents noted down that the leadership style at does not allow employees to have autonomy over their work instead they wait for their managers for approval before making a decision as indicated by autocratic leadership . From the above 73% of the respondents agreed that the leadership style management enhanced employee engagement through inspiring and motivating them, develop them, assist them in achieving their goals and also increases productivity as indicated by democratic leadership. However, 37% of the respondent noted that leadership style at GMB hinders employees to participate in decision making and gives them less or no autonomy over their work. Therefore, it can be noted that there is a correlation between leadership style management and employee engagement.

**4.3.2Analysis on the effectiveness of transformational leadership style on employee engagement**

According to the questionnaire results, 92% of respondents agreed that transformational leadership motivates employees through engaging them in training and development, 71% also agreed that it assists employees in attaining their goals and 70% noted that it enhances teamwork through allowing them to collaborate with each other in training. Of the 51 respondents 44% highlighted that it does not involve employees in decision making and 21% also indicated that there is lack of transparency communication as some of the decisions are made without the employee involvement. From the above 60% of the respondents indicated that transformational leadership enhances employee engagement at workplace as it motivates employees, assist them in attaining their goals and enhances teamwork which in turn increases productivity. However, 40% highlighted that even transformational leadership motivated employees it does not fully involve employees in decision making, the top management has the final say and there is no transparency in communication some of the information is only shared at the top management. Therefore for employees to be fully engaged they must be given the opportunity to participate in decision making.

**4.3.3 Analysis on the impact of organisational culture on employee engagement**

From the above figure 45% of the respondents have highlighted that culture promotes ethical behaviour such as fair labour practice, fair distribution of salary and zero tolerance discrimination, 20% agreed that culture has resulted in the reduced turnover rate as employees want to be working at an organisation where there is positive culture that encourages creativity and agility, 15% and 10% indicated that culture fosters transparency and open communication as they involve employees indecision making. From the above results culture has a positive influence towards employee and it enhances employee engagement towards their work. This is evidenced by 45% of the respondents which highlighted that culture promotes ethical behaviour and this includes zero tolerance to sexual harassment and discrimination and also fair labour practices which motivates employees and engages them as evidenced also by the 20% of the respondents who highlighted that culture reduces low turnover rate. Low turnover over indicated that employees are engaged.

**4.3.4 Analysis on the effectiveness of personality trait on employee engagement.**

The above figure indicated that that 70% of the respondent agreed that personality traits increases the production of the organization as demonstrated by consciousness employees who are organized they meet deadlines therefore leading to efficiency and an increase in production . 56% of the respondents disagreed that personality traits reduces turnover rate as turnover rate is influenced by a number of factors such as recognition, motivation and fair salaries, while 20% of the respondent indicated that personality traits encourages open communication extroverts employees are social and friendly hence they can connect well with their workers which results to open communication and 57% of the respondents highlighted that personality traits encourages ethical behavior when an organization has employees who are low in neuroticism they are likely to avoid conflicts at workplace resulting in ethical behavior and also agreeableness employees are friendly resulting in employees and leaders treating each other with respect hence promoting ethical behavior. The figure above showed that they is a positive relationship between personality traits and employee engaged as indicated by 70% of the respondents indicating that personality traits increase productivity as conscientiousness employees are responsible and responsible hence they will lead to increased productivity due to their ability of meeting deadlines and engaged employees results in increased productivity.

## 4.4 . Main research findings

The purpose of this study was to find out if management of leadership style affects employee engagement. Previous studies have demonstrated that, while it still depends on the state of the nation, leadership style management does, in fact, affect employee engagement. Following research, the researcher concluded that employee engagement and leadership style management are strongly correlated. Respondents emphasised the numerous benefits that (transformational and democratic) leadership style management provides for improving employee engagement, such as inspiring and motivating workers, fostering their professional development, and boosting output. Nonetheless, respondents also emphasised that certain leadership philosophies (autocratic) exclude staff members from decision-making processes hence reducing their engagement level.

## 4.5. Chapter Summary

The chapter looked at the data presentation, analysis, interpretation and the discussion of the research findings. It sought to provide the answers to the research questions that were highlighted in chapter one. The next chapter marked the completion of the study by stating conclusions of the study as well as the related recommendations basing on the empirical results obtained in this chapter.

**CHAPTER 5**

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

## 5.1Introduction

The purpose of this study was to come to final conclusions and recommendations on the findings which were discussed in the previous chapter. The researcher gives the summary of the research finding, overall conclusion of the study, recommendations on the areas for further research. The thrust of the study was to assess the effectiveness of leadership style management on employee engagement. Findings of the study provided answers to the research questions which were, what is the effectiveness of leadership style management on employee engagement, what is the role of transformational leadership on employee engagement, what is the impact of personality traits on employee engagement and what is the effectiveness of organisational culture on employee engagement. This chapter will end with chapter summary.

## 5.2Summary

The study focused on the effectiveness of leadership style management on employee engagement and the findings are discussed as shown below

**5.2.1. To assess the effectiveness of leadership style management at GMB**

The study found there is a significant correlation between employee engagement and management of the leadership style. The results that were found from the respondents who agreed that transformational and democratic leadership style management inspires and motivates employees and it was shown through leadership engaging employees in training and development for career development, leaders help employees in attaining their goals as well as the organisations. However, some respondents disputed that autocratic leadership style prevents employees from participating in decision-making and also it does not allow employees to have autonomy over their work instead they wait for their managers for approval before making a decision. From the above it can be concluded that democratic and transformational leadership enhances employee engagement through its ability to motivate and inspire employees.

**5.2.2. To examine the role of transformational leadership style on employee engagement.**

The results of the study showed a positive correlation between employee engagement and transformational leadership style. From the questionnaire findings, many respondents agreed that transformational leadership motivates employees. Transformational leaders motivates employees through assisting their employees in attaining organisational goals through engaging them in training and development so that they can develop their skills, knowledge and abilities. Transformational leaders also encourages teamwork in employees and this has been beneficial to the success of the organisation as a whole as well as its employees as through teamwork employees can share ideas and assist each other in problem solving hence collaboration results to increased efficiency and productivity. Increase in productivity is another benefit of transformational leadership in an organisation and it is enabled through teamwork and its ability to motivate workers when employees are motivated they are engaged to their work leading to increased productivity. However, findings also showed that transformational leadership does not involve employees in decision making and there is lack of transparency communication since many decisions are made by top management. From the above, transformational leadership has a positive influence on employee engagement as it motivates and inspires employees.

**5.2.3. To determine the impact of personality traits on employee engagement.**

The study indicated that personality traits has a positive impact on employee engagement. The results indicated respondent agreed that personality traits increases influences employee engagement. This is evidenced from the respondents they highlighted that personality traits enhance open communication. An organization that has extrovert employees and agreeableness employees is likely to have open communication as those employees are outgoing, energetic, social and friendly towards each other hence they are likely to share ideas which others and be transparent with their work. From the findings personality traits increases productivity. Conscientiousness employees are responsible towards their work and they meet deadlines hence they are likely to increase productivity with their dedication to their work. If an organization has employees that have positive personality traits ethical behavior are likely to be promoted foe example zero discrimination to ethical behavior and no discrimination as all employees have respect and are friendly towards each other. However, from the findings personality trait has failed to reduce turnover rates in employees as turnover is influenced by different factors like rewards and compensations that motivates employees to be engaged to their work.

**5.2.4. To investigate the effectiveness of organisational culture on employee engagement.**

The study found that employee engagement is significantly impacted by organisational cultures. From the findings respondents have agreed that appositive organisational culture fosters ethical behaviour that is zero tolerance to sexual harassment, discrimination, fair labor practices and fair wages. When an organisation has positive culture they can retain top talent as well attracting them leading to increased productivity. Positive organisational cultures results in employees being highly engaged hence leading to low turnover rate as employees are treated with respect and they have a culture of treating their employees in an ethical fair way hence retaining and attracting top talent. A positive organisational culture increases the organisational overall performance through its ability to punish employees who conduct unethical ways and reward those that follow the ethical culture. Every employee will be thriving to be rewarded in having a good behaviour. However, from the respondents findings showed that organisational culture does not foster open and transparent communication. This is evidenced when employees are not involved in decision making. Leaders believe that although employees need to be involved in decision making some decisions are made without them as it may pose challenges such as slow decision making, creation of conflicts and it also management overload. Therefore, organisational culture influences employee engagement

## 5.3. Overall conclusions of the study

The above findings showed that they is a strong relationship between ;leadership style management and employee engagement. The primary objectives was to assess the effectiveness of leadership style on employee engagement and from the findings they are many leadership styles and they influence employee engagement differently. Democratic, transformational and coaching leadership have the ability to motivate, inspire and develop employees hence resulting them in being more engaged towards their work, while autocratic leadership prohibit employees from participating in decision making and having autonomy over their work hence decreasing employee engagement. Another objective was to assess the role of organisational culture on employee engagement and from the findings positive culture like promotion of ethical behaviour, open communication promotes employee engagement while negative culture is less likely to engage employees. Another objective was to investigate the impact of personality traits on employee engagement, an organisation that has extraversion, consciousness, agreeableness and open to experience are likely to be engaged as they are friendly, organised and responsible while those high in neurotic is are likely to be less engaged. The last objective was to determine the effectiveness of transformational leadership on employee engagement and from the finding it enhances employee engagement through its ability to motivate, inspire and develop employees through training and training and development. Therefore, there is a strong relationship between leadership style management and employee engagement.

## 5.4 Recommendations

**5.4.1. To assess the effectiveness of leadership style management at GMB**

* Leaders to adopt transformational, democratic and servant leadership so as to enhance employee engagement due to their focus on inspiring, motivating and employee development.
* Leaders to involve employees in decision making process to enhance their sense of ownership and accountability.
* Leaders to be adaptable and recognize that situations and teams may require different leadership approaches, flexibility in leadership style can help meet diverse employee needs and organizational goals.

**5.4.2** To examine the role of transformational leadership style on employee engagement

* Foster an open communication environment and keep employees informed about organisational changes, progress towards goals and other relevant information.
* Invest in training and development programs to help employees acquire skills and advance careers.
* Develop a robust recognition program that highlight outstanding performance and contributions and also offer incentives such as bonus and promotions.
* Establish a continuous feedback loop where employees can provide suggestions for improvements.

**5.4.3To investigate the effectiveness of organizational culture on employee engagement**

* Leaders at all levels to model and reinforce the desired culture through their actions and decisions.
* Involve employees in decision making process and solicit their input on organizational change and initiatives
* Trust and provide employees with autonomy and authority to make decisions within their roles.
* Be responsive to feedback and willing to adapt cultural practices to better meet employee needs and preferences.

**5.4.4. To determine the impact of personality traits on employee engagement**

* Encourage open communication and provide platforms for social interactions for instance team meetings and social events.
* Ensure a structured work environment with clear goals and deadlines.
* Implement stress reduction programs and offer mental health support.
* Encourage innovation and new ideas.

## Areas for further researches

The purpose of the study was to examine the effectiveness of leadership style management on employee engagement a case of Grain Marketing Board. Therefore, in order to prevent the results from being generalized, I advise that a comparable study be conducted on a much larger institution utilizing a quantitative technique and at a wider scale. As well as highlighting the factors that influence employee engagement such as the ability of organisation to motivate and retain its employee through promotions, career development and involving them in decision making.

##### 5.6. Chapter summary

The chapter looked at summary of data findings, overall conclusion of the study, recommendations and areas of future study.

**QUESTIONNAIRE**

**Introduction**

Greetings!***.* I** am a student at Bindura University of Science Education pursuing an Honours Degree in Human Capital Management. In partial fulfilment of my Degree program, I am carrying out a research project on the topic: -

***THE EFFETIVENESS OF LEADERSHIP STYLE MANAGEMENT ON EMPLOYEE ENGAGEMENT***

This is an academic research project and I promise to treat your responses with all the confidentiality they deserve. I kindly request you to respond to the questions in this questionnaire by either ticking on the appropriate answer or giving a comment on the answer spaces provided. Do not write your name on any part of the questionnaire.

No names or information about any individual will be published. Should you require to get more details about the researcher, you are free to contact me **071 719 0849**

**INSTRUCTIONS**

*Answer all questions truthfully and honestly.*



*Where boxes are provided, please indicate your answer by putting an in the box which corresponds to the answer you want to give.*

*In other questions, please write your answers along the dotted lines or space provided.*

*Do not indicate any of your personal details on this questionnaire.*

***Thank you in advance.***

**SECTION A**

**BACKGROUND INFORMATION**

This section is asking for your background information. Please indicate your answer by ticking in the appropriate box



D**emographic information**

**A1.** Please indicate your gender.

|  |  |
| --- | --- |
| Male |  |
| Female |  |

**A2.** Please indicate your age group.

|  |  |
| --- | --- |
| 18-25 |  |
| 26-35 |  |
| 36-45 |  |
| 46 and above |  |

**A.3** Please indicate your organization you work for

|  |  |
| --- | --- |
| Grain Marketing Board |  |

**A4** Please indicate the department you are attached to

|  |  |
| --- | --- |
| Human Resources |  |
| Procurement |  |
| Finance |  |
| Marketing |  |
| Information Technology |  |

**A.5** Please indicate your length of service in your organization.

|  |  |
| --- | --- |
| 0-5 |  |
| 6-10 |  |
| 11-20 |  |
| 21 and above |  |

**A6.** Please indicate your highest level of education.

|  |  |
| --- | --- |
| Certificate |  |
| Diploma |  |
| Degree |  |
| Master’s Degree |  |
| Other |  |

**SECTION B**

Q2. Do you know about leadership styles?

|  |  |
| --- | --- |
| Yes | **NO** |

If answer is yes, explain your understanding

…………………………………………………………………………………………………………………………………………………………………………………………………….

Q3. Do you know about employee engagement?

|  |  |
| --- | --- |
| Yes | **NO** |

If answer is yes, explain your understanding

…………………………………………………………………………………………………………………………………………………………………………………………………….

**Q4 What is the effectiveness of leadership style management on employee engagement?**

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer. Do the same also on Section C, Section D and Section E

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1=Strongly Agree** | **2=Agree** | **3=Neutral** | **4=Disagree** | **5=Strongly Disagree** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Facts about the effectiveness of leadership style management on employee engagement** | **1** | **2** | **3** | **4** | **5** |
| **B1** | Role of inspiring and motivating employees |  |  |  |  |  |
| **B2** | Focus on development and growth of employees |  |  |  |  |  |
| **B3** | Employees involved in decision making |  |  |  |  |  |
| **B4** | Helps employees achieve their goals |  |  |  |  |  |
| **B5** | Employees holding less autonomy to their work |  |  |  |  |  |
| **B6** | Increases productivity |  |  |  |  |  |
|  |  |  |  |  |  |  |

**SECTION C**

**Q5. What is the impact of personality traits on employee engagement?**

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below. Tick under the number that closely corresponds with your answer. Do the same also on Section C, Section D and Section E.

KEY

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1=Strongly Agree** | **2=Agree** | **3=Neutral** | **4=Disagree** | **5=Strongly Disagree** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Facts about personality traits on employee engagement** | **1** | **2** | **3** | **4** | **5** |
| **C1** | Enhances Teamwork |  |  |  |  |  |
| **C2** | Increase productivity |  |  |  |  |  |
| **C3** | Enhance innovation |  |  |  |  |  |
| **C4** | Promotes ethical behaviour |  |  |  |  |  |
| **C5** | Encourages open and transparent communication |  |  |  |  |  |
| **C6** | Encourages employees to be friendly and outgoing |  |  |  |  |  |
|  |  |  |  |  |  |  |

**SECTION D**

**Q6. What is the effectiveness of organizational culture on employee engagement?**

Please indicate your answer by ticking in the appropriate box and by explaining yourself.

Indicate how much you agree with the facts on a scale 1 to 5.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1=Strongly Agree** | **2=Agree** | **3=** **Neutral** | **4=** **Disagree** | **5=Strongly Disagree** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Facts about the effectiveness of organizational culture on employee engagement** | **1** | **2** | **3** | **4** | **5** |
| **D1** | Increases productivity |  |  |  |  |  |
| **D2** | Low turnover rates |  |  |  |  |  |
| **D3** | Improves performance |  |  |  |  |  |
| **D4** | Promotes open communication and collaboration |  |  |  |  |  |
| **D5** | Promotes ethical behaviour (zero tolerance to discrimination and harassment) |  |  |  |  |  |
|  |  |  |  |  |  |  |

**SECTION E**

**Q.7 What is the role of transformational leadership style on employee engagement?**

Please indicate your answer by ticking in the appropriate box and by explaining yourself.

Rate your responses on a scale 1 to 5.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1=Strongly Agree** | **2=** **Agree** | **3=** **Neutral** | **4=** **Disagree** | **5=Strongly Disagree** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Facts about the role transformational leadership on employee engagement** | **1** | **2** | **3** | **4** | **5** |
| **E1** | Motivates and inspires employees |  |  |  |  |  |
| **E2** | Involve employees in decision making |  |  |  |  |  |
| **E3** | Help employees in attaining their goals |  |  |  |  |  |
| **E4** | Enhances employee growth |  |  |  |  |  |
| **E5** | Increase transparency in communication |  |  |  |  |  |
| **E6** | Fosters teamwork |  |  |  |  |  |

**Thank you so much for your cooperation and commitment.**

**THE END**

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