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**The Relationship Between Leadership Styles and
Employee Engagement the Case of Radisson Blu Hotel,
Addis Ababa**

**A thesis submitted to the School of Graduate Studies of
Addis Ababa University in Partial Fulfillment of the
Requirements for the Degree of Masters in Human
Resource Management**

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DECLARATION

I, the undersigned, declare that this study entitled “The Relationship between Leadership styles and Employee Engagement in Radisson Blu Hotel, Addis Ababa is my original work and has not been presented or submitted for any degree or examination in any other university. And all sources of materials used for the study have been fully acknowledged. I further declared that I have obtained the necessary authorization and consent to carry out this research.

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Certification

This is to certify that this study, “The Relationship between Leadership styles and Employee Engagement in Radisson Blu Hotel, Addis Ababa, undertaken by **Zerfu Ertiban** in Partial Fulfillment of the Requirements of Degree of Masters of Arts (MA) in Human Resource Management at Addis Ababa University, is his original work and not submitted earlier for any degree either at this University or any other University.

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**The Relationship between Leadership styles and Employee
Engagement in Radisson Blu Hotel, Addis Ababa.**

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Acronyms

A:	Absorption
CR:	Contingent Reward
D:	dedication
EE:	Employee Engagement
IA:	Idealized Influence (Attributed)
IB:	Idealized Influence (Behavior)
IC:	Individualized Consideration
IM:	Inspirational Motivation
IS:	Intellectual Stimulation
LFL:	Laissez-faire leadership style
MBA:	Management by Exception (Active)
MBP:	Management by Exception (Passive)
MLQ:	Multi Factor Leadership Questionnaire
PC:	Pearson Correlation
SPSS:	Statistical Package for the Social Sciences Software
TFL:	Transformational Leadership style
TSL:	Transactional Leadership Style
UWES:	Utrecht Work Engagement Scale

Abstract

The objective of this study was to examine the relationship between leadership styles and employees engagement in Radisson Blu Hotel, Addis Ababa. So as to achieve the aim of the study, correlational research design was administered. Primary data was collected by using two standardized questionnaires. 83 employees and 20 leaders had participated in the study. The samples were drawn from the total Population of 340 and two strata were formed those were leaders' strata and employees' strata. Two standardized questionnaires were used to collect primary data i.e. Multifactor Leadership Questionnaire (MLQ-5x) which was used to identify the leadership styles of leaders and Utrecht Work Engagement Scale (UWES-9) also used to know the engagement level of employees. Descriptive and inferential statistics were used to analyze the data. Mean, standard deviation, frequency and percentage were taken from descriptive part of statistics. But from inferential statistics only Pearson correlation was taken because the main objective of the study was to examine the relationship between leadership styles and employee engagement. From the result of the descriptive statistics the dominant leadership style was transformational but not effective and the engagement level of employees' was found very low. The correlation analysis further disclosed that there is a positive and very strong relationship between transformational and transactional leadership style with employees' engagement (Vigor, dedication and absorption). As per the result from the correlation analysis laissez-faire leadership style had a strong negative and meaningful relationship with employee engagement. From the results, it was possible to sum up that both transformational and transactional leadership behaviors were positively related with vigor, dedication and absorption, whereas laissez-fair leadership behavior had a negative relationship with employee's engagement at Radisson Blu Hotel Addis Ababa. Based on the findings of the study, it was concluded that Radisson Blu leaders were found to be more of transformational on their leadership style as perceived by employees. Finally, the study recommended that both transformational and transactional leadership behaviors can play a principal role in boosting and ameliorating vigor, dedication and absorption of employees' at Radisson Blu Hotel Addis Ababa. It is inferable for the leaders to use the blend of both transformational and transactional based on the situation. From the study, it was crystal clear that Laissez Faire Leadership style has expressive effect on employee engagement, it is better for the leaders try to diminish the practice of laissez faire style so as to increase the engagement level of employees to the desired level.

Key Words: Employee Engagement, Transformational Leadership, Transactional Leadership and laissez faire leadership styles.

Chapter One

Introduction

1.1 Back Ground of the Study

The 21st century has experienced an immense growth in the interest for studying leadership (Hunter, Bedell-Avers & Mumford, 2007). Leadership is one of the most attractive research subjects. Its contribution for the success or failure of an organization is unquestionable. Visionary leaders can create engaged employees and move the organization to the highest level as needed as possible.

Leadership plays an important role towards driving the growth and success of any organization in today's world (Wallace and Trinko, 2009). The extent to which members of the organization contribute in harnessing the resources of an organization equally depends on how well the managers or leaders of the organization understand and adopt appropriate leadership styles in performing their roles as managers and leaders. Thus efficiency in resource mobilization, allocation, utilization and enhancement of organizational productivity depends, to a large extent, on leadership styles among other factors (Chuang, 2005). Organizations with high levels of employee engagement details positive organizational outcomes (Gallup, 2014). Employees are very important inputs in the production process and service delivery in any given sector. Their skills, roles and satisfaction at the place of work influence the competitive edge of the firm within the industry. For employees to play their part effectively, it is important that they are satisfied, motivated and managed in a way that enhances their level of engagement with the employer. Firms need to create conducive working environment and institute policies which support employee engagement. Employees who feel engaged experience high levels of involvement and enjoyment (Schaufeli, Taris & Rhenen, 2008).

When workers are engaged, they positively commit to their organization, willingly make changes, trust their organization, possess self-efficacy, and aspire to achieve improvements within the organization (Frese 2008). The results of engagement include improved productivity, a reduction in turnover, and amplified customer focus (Wallace & Trinko 2009). Organizational leaders can boost work engagement (Chughtai & Buckley, 2008). Managers are believed to be important for building employee engagement (Saks, 2006). Judge (2004) found that some leadership behaviors have a

strong positive effect on employee engagement while other behaviors have no significant effect. The researchers agree that the engagement of employees depend on their willingness to go an extra mile or in other words to do what goes beyond their job description.

Radisson Blu Hotel, Addis Ababa wants to keep its delivering brand promises and remain competitive in Ethiopian Tourism and Hospitality market. This requires highly engaged work force and proper leadership to provide impeccable and unparalleled service for guests. Based on the above reviews, it is clear that the relationship between managers' leadership style and engagement has not been fully studied as such specially in Ethiopia's Hotel Industry, which is very sensitive and booming .The purpose of this study was to assess the relationship between leadership styles and employee engagement the case of Radisson Blu Hotel Addis Ababa.

1.2 Company Profile: Radisson Blu Hotel, Addis Ababa

Radisson Blu Hotel, a subsidiary of the Carlson Rezidor Hotel Group that operates more than 1,440 hotels in operation and under development located worldwide, a global footprint covering 115 countries and territories, has always set its sights on aggressive growth targets and becoming one of the glob's best providers in the specialized field of hospitality. Carlson Rezidor Hotel Group has a powerful set of global brands: Quorvus Collection, Radisson Blu, Radisson RED, Park Plaza, Park Inn by Radisson and Country Inns and Suites By Carlson(Radisson Blu Hotel, 2018).

Following global strategy of rendering quality service, Radisson Blu Hotel, Addis Ababa has been dedicated to continual improvement since its establishment and has been offering state-of-the-art accommodations and event spaces. It has also an excellent comment on Trip Advisor. The Hotel's staff is well-versed in providing the highest standards in customer care and satisfaction. Radisson Blu Hotel, Addis Ababa has started operation on December 2011 with 320 employees and now the number has reached 340. The Hotel is a five-star hotel and it is located in Kazanchis business district adjacent to United Nations Conference Centre. It has 212 rooms, which encompasses elegant rooms and suites with premium amenities like kitchenettes, separate showers and bathtubs. The Hotel has nine conference rooms that can accommodate large gatherings, while the boardrooms are perfect for smaller executive meetings. The Hotel also offers restaurant service which could be reserved for special occasions and bar as well as a terrace where guests can relax, socialize or work quietly. There is also a 'Day Spa' that delivers massage, body treatments as well as beauty salon for

both male and female and a fitness center is available in the hotel (Radisson Blu Hotel, 2018).

The hotel goal is to provide relevant choices with consistent quality products and services that engage guests to choose Radisson Blu Hotel as first preference for their business and leisure travel. At Radisson Blu Hotel, the ‘Yes I Can! Spirit’ translates into treating each and every guest and colleagues as a true individual. This special ethos that differentiates the hotel group from the competitors. Yes I Can! Defines the corporate culture and service philosophy. By combining attentive one-to-one hospitality with clever service concepts – focusing on choice and making the stay easy – Radisson Blu Hotel provides a unique service experience which truly celebrates individuality (Radisson Blu Hotel, 2018).

The management structure of The Hotel is hierarchical. Most department heads directly report to the general manager. Some departments together have directors and they report to their director, and the director reports to the General Manager. Assistant department heads and department supervisors directly report to their respective department heads. And all the line staffs are directly report to their respective immediate supervisors. The supervisors and their subordinates are highly empowered and they can make decision without any delay. The leadership practice is mostly participative style, employees are encouraged to have their ideas and suggestions before major decisions are made by the management. The management of Radisson Blu tremendously believes in empowering and motivating employees to grow and develop their career. There is a management culture state “We grow talent and talent grows us”. The management strives to move line staffs to management level by setting succession plan. This plan is preparing highly competent staffs in each department to move higher in the organizational hierarchy (Management Profile of Radisson Blu Hotel Addis Ababa, 2018).

1.3 Statement of the Problem

Highly engaged employees are a great asset and they love working in the organization. In addition, they help and inspire other employees and therefore create better atmosphere in the whole organization (Smith 2014). Engaged employees work harder, are passionate about their job and go the extra mile. They are active and provide constructive feedback. Engaged employees respect their managers and colleagues (Nolinske 2014). Based on the above explanation engaged employees are the corner stone for the existence and fruitfulness of an organization.

If employees are not engaged in an organization to the required level, there must be a negative impact on innovation, consistency in providing service, and major delays in the delivery of services to customers may occur (Smith, 2014). Lack of employee engagement threatens the survival of the organization because a loss of a competent employee time is a loss of competitive advantage for the organization. It does not take much for many unengaged employees to prevent an organization from prospering and ceding competitive advantage to competitors (Saks,2006).

Successful leaders design a healthy work environment that engages employees to be successful in their work as well as encouraging them to remain in the organization (Mends and stander, 2011). Implementation of adequate employee engagement and effective leadership offers competitive advantage in an organization. The task of the researcher was to examine whether there is a relationship between employee engagement and leadership styles or not in the organization and to identify the dominant leadership style implementing in the Radisson Blu to boost employee engagement. Despite the low numbers of engaged employees, organizational leaders rate employee engagement among the top priorities of their organizations (The Ken Blanchard Companies, 2008).

Radisson Blu Hotel, Addis Ababa has witnessed stiff competition by newly emerged international brand and local hotels. It requires specialized skills and knowledge to win the global and local competition. To achieve business success; Radisson Blu management needs to realize the importance of having a highly engaged workforce as well as quality leadership.

Several studies have been carried out on the relationship between leadership style and employee engagement. For instance ,Zahid and Özyapar, Blekinge Institute of Technology School of Management, Master Thesis, IY2542 (2017), On Leadership and Employee Engagement in organizations: analysis on correlation, confirmed that there is a close and positive correlation between two variables, namely Employee Engagement Index (EEI) and Leadership Excellence Index (LEI).That means the more efficient the leadership, the higher the employee engagement.

Elisabeth K.Ndethiu(2014),the effects of leadership styles on employee engagement within an international bank with substantial operations in Kenya, gave her conclusion that leadership styles do influence the employee's beliefs about the organization and their work conditions. This was determined through the managers taking a real interest in the well-being of the employees, who felt

motivated in their daily duties and this made it easy for employees to spend ample time with their managers which improved their performance. The study also concludes that leadership styles do affect the employee's feelings about the organization and work commitment. The study finally concludes that leadership styles affect the employee's organizational citizenship behavior.

Shibe (2017) in his study on Relationship between Leadership Styles and employee engagement in schools established by Ethiopian Orthodox Tewahido Church in Addis Ababa summarized that although leaders were not exercising transformational leadership style in the expected level, transformational leadership style played an important role in employees engagement than transactional leadership and laissez-fair leadership style.

The three studies mentioned above had conducted in different sectors from my target organization which was in Hotel Industry; this can be the first research gap. This gap indicated that no research was conducted to identify the relationship between leadership styles(Transformational, Transactional and Laissez-Faire) and employee work engagement(Vigor, Dedication and Absorption) in Ethiopia's hotel industry in general and Radisson Blu Hotel in particular. Even though no prior related empirical research was conducted in Radisson Blu Hotel Addis Ababa, it is undeniable fact that the Hotel Industry in Ethiopia is booming and is becoming one of the largest hiring companies in the nation and generating hard currency to quench the thirst of the country's foreign currency demand. And also this industry is playing an immense role in image building process of Ethiopia. The second thing that aroused me to conduct a research in this organization was the result of preliminary interview of ten staffs which was having lack of engagement. The indicators of lack of engagement are lack of giving due attention for clients, showing negligence, lack of initiation for work ,easily fatigue on their work and using more than allocated time in tea breaks and meal times and also using private work while they are on duty(Gallup,2014). Because of the above mentioned research gaps the researcher was aroused to conduct this research.

1.4 Research Questions

The following research questions were addressed properly by using proper statistical methods.

1. What is the dominant leadership style of leaders identified by employees of The Hotel?
2. What is the engagement level of employees?

3. What is the relationship between leadership styles and employee engagement?

1.5 Research Objectives

The following are the general and specific objectives.

1.5.1 General Objective

The main objective of this study was to explore the relationship between leadership styles and employee engagement in Radisson Blu Hotel, Addis Ababa in order to know the significance and direction of their relationships.

1.5.2 Specific Objectives

1. To examine the relationship between Leadership Styles and employee engagement dimensions.
2. To identify the dominant leadership style perceived by employees of the hotel.
3. To know the engagement level of employees.

1.6. Significance of the Study

The below listed are the significance of this study for different stakeholders.

1.For the organization

✓ It studies the association between leadership styles and employee engagement because this particular type of study was not previously conducted on this organization. Therefore, its result will be important to create awareness to leaders of aforementioned organization about the most determinant leadership styles that can influence the engagement level of their employees.

2.For other Researchers

✓ The findings of this study will add to the wealth of knowledge in leadership and employee engagement studies. It could also be helpful for individuals who want to conduct further studies in related topics and other organizations those faces similar problems. This study will also use as a reference for future researchers those want to conduct similar study in this hotel.

3.For the researcher

✓ This study will be helpful for the student researcher to get adequate knowledge on how to conduct research and also can get much knowledge on the topic of leadership styles and employee engagement.

1.7. Challenges of the Study

The major stumbling block that the researcher faced was that a few respondents encountered difficulties in understanding the concepts of some research questionnaires. And also the minor challenge I experienced was on some respondents were not interested in giving out company information because of sensitivity and confidentiality of the information. To overcome the above mentioned barriers, the researcher tried his best to explain the concepts of difficult questionnaires in a simple language .In addition to this, respondents were guaranteed of anonymity and confidentiality of the research and the researcher had confirmed respondents to conceal their responses.

Some respondents had shown reluctance in filling and returning research questionnaires .As far as I am working there and I know for whom I distributed and I strictly followed up that and all the questionnaires were returned.

1.8. Organization of the Study

This thesis was organized into five chapters. Chapter One contained: Introduction, Chapter Two provided an overview of the state of the art analysis of the existing literature. Chapter Three Presented the methodology used in this thesis. This chapter was comprised of the research approach as well as described the data collecting and analysis methods used. Chapter Four analyzed and presented the research findings obtained through the thesis methodology by showing how each of the research questions had been answered and how these findings together contributed to the main purpose of the study. Finally, Chapter Five ended the thesis with conclusions and a set of suggestions derived from the research findings. At the end of the thesis document, references, appendices included that contain the questionnaires of the survey forms used to collect primary data for this work and other supplementary documents of the study were included.

Chapter Two

Review of Related Literature

2.1 Introduction

The purpose of this chapter is to critically review and evaluate theories and literature on the key constructs which will provide proper theoretical foundation for this study. The key constructs include leadership styles and employee engagement. The conceptual framework is presented in figure 1 and showed the independent and dependent variables of the study.

A plethora of research has been done on leadership and the concept is widely talked about (Khan & Malik, 2010). It is regarded as a subject that needs endless attention and plays an important role in individual and organizational networking (Obiwuru *et al.*, 2011). Therefore, the construct of leadership and leadership style need to be clearly defined and all possible relationships with the other research constructs ,i.e. employee engagement is identified.

2.2. The Nature and Meaning of Leadership

The study of Leadership is not a new fact but it is an ancient art. The old civilizations of Egypt and Rome showed examples of leadership practices. Regardless of the culture, leadership occurs universally among all people (Bass, 1981a). From ancient to modern times, scholars, military generals, politicians and more casual observers have been interested in leadership. Leadership is a universal human phenomenon.

There are different definitions of leadership. Among these: Leadership is the ability to get things done with the support and cooperation of other people within the institution, organization, or system (Adesina, 1990). Leadership is also defined as an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members (Bass,1999) defines leadership as the ability to influence a group towards the achievement of goals. Leadership as the ability of an individual to influence, motivates, and enables others to contribute toward the effectiveness and success of the organization (Yukl, 2010). Leadership a process whereby an individual influences a group of individuals to achieve a common goal (Northouse 2013).

Although, the given definitions look different, they have four common themes. (1) Leadership is a process between a leader and followers, (2) leadership involves social influence, (3) leadership occurs at multiple levels in an organization i.e. leadership occurs in a group context, and leadership focuses on goal accomplishment.

2.3. Leadership Theories

The earliest theories of leadership focused on the performance of great men. For instance, without Moses, the Jews would have remained in Egypt and without Winston Churchill the British would have given up in 1940 (James & Burgoyne, 2001). The literatures on leadership show significant change from time to time. As a result of this several theories on leadership have been developed by researchers studying leaders' behavior starting in the early 1900s. These theories are categorized as Great Man, Trait, Contingency, Situational, Behavioral, Participative, Management and Relationship theories. Traditional leadership theories focused on individualistic attributes. Analysis of such heroic tributes gave rise to the Great Man theory of leadership, which contends that leaders are born, not made. Participative, Management and Relationship leadership theories are dominant in the new leadership theories. Further, Management and Relationship theories are called transactional and transformational leadership theories respectively which was proposed by the known authors Bass and Avolio's (1997) by giving another name called Full Range Leadership Theory development model. The process of development of leadership theories has to be understood like the other fields study. It develops from traditional approach to the contemporary participatory approach, in which leadership requires influencing human, team involvement to achieve an intended organizational goal in specified time frame (Avolio's ,1997).

The Great Man Theory

The great man theory is based on the idea that leaders are born with innate, unexplainable leadership skills, which cause other people to see them as heroes. It is based on the opinion that leaders are right and leadership is rooted in the authority of their leaders are elevated by their followers on the ground of their unique qualities that others do not have. As a result, followers do not doubt their leader's judgment (Northouse, 2013) .

Behavioral Theory

This approach assumed that successful leaders with a particular style of behavior were expected to be for leading persons and groups toward the achievement of specific goals, which consequently led to high productivity and morale (Ansari, 1990). This theory of leadership is based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioral theory, people can *learn* to become leaders through training and observation.

Judge (2004) notes that interest in the behavior of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently:

- ✓ Autocratically led groups will work well so long as the leader is present. Group members, however, tend to be unhappy with the leadership style and express hostility.
- ✓ Democratically led groups do nearly as well as the autocratic group. Group members have more positive feelings, however, and no hostility. Most importantly, the efforts of group members continue even when the leader is absent.

Fiedler's Contingency Theory

According to contingency theory, the leaders' achievement are dependent on two factors: the leaders distinctive approach of interaction with followers (leadership behavior) and the extent of power the leader has at his disposal to exercise over the situation i.e the group, the task and the outcome(Quader,2011).

The contingency approach to leadership was the first approach to blend leadership behaviors and changing situations (Bass, 1990). In Fiedler's (1967) contingency theory, the leader seeks to satisfy both personal needs and organizational needs. Fiedler proposed that the situation influences leader behavior and no particular personality trait or no particular leadership behavior assures good leadership in all situations. Fiedler and Chemers (1984) purported that the situation often influences how the leader will behave.). The contingency approach to leadership is complex and difficult to test and empirical support for the model is lacking (Yukl, 2002).

2.4. The Concept and Meaning of Leadership Style

Leadership styles are considered to be factors that affect employees in a significant way. It can translate into the achievements of the organization's value, vision, mission and outcomes (Nwibere, 2013). Leadership styles are the patterns of behavior used by leaders in attempting to influence group members and make decision regarding the mission, strategy and operations of team activities (Northouse 2013). According to Judge (2004) leadership style is the manner and the approach in which a leader provides direction, implements plans and motivates people so as to achieve organizational goals. The leadership style need to be aligned with the situation, in order for the leader to be effective (Quadar,2011).As revealed by Fielder and Chemers (1984),situations of high control are better managed by task-motivated leaders (transactional leaders),while relationship-motivated and low -control(transformational leaders) are inclined to excel in circumstances of reasonable control(Quadar,2011). By incorporating the correct leadership style, leaders can influence the job satisfaction, productivity and commitment and engagement of employees (saks, 2006).

2.5 Recent Theories of Leadership Styles

Full Range Leadership Model (FRLM)

The Multi Factor Leadership Questionnaire (MLQ) was devised to determine the three recent predominant leadership styles: transformational, transactional, and laissez-faire (Zineldin and Hytter.2012).Leadership styles can range from boss-centered to subordinate-centered (Nickels,W., McHugh,J., & McHugh,S. 2008). The Full Range Leadership Model (FRLM) is used in this research work because it is the dominant theory in the recent leadership studies.

In the Full Range Leadership Theory development model the components exist in a single continuum that ranges from the highly active and effective leadership style called transformational to other end of the continuum which is passive and ineffective leadership style called laissez-faire, in the middle of the continuum transactional leadership style is represented.

Transformational Leadership Style

Transformational leadership is positively correlated with follower job satisfaction, follower motivation and organizational commitment (Xirasager,2008).Transformational leaders move followers beyond their self-interest for the great good of the organization by creating a blame-free environment and building trust in leader to enable employee engagement (Xirasager,2008).

The theory of transformational leadership comprised of idealized influence (behavior, principles, opinions, and convictions), inspirational motivation, intellectual stimulation and individualized consideration (Antonakis,J.,Avolio,B.J.,and Sivasubramaniam,2003).

Charisma or idealized influence: This kind of leaders stress on high levels for ethical and moral behavior. They place emphasis on dissemination of vision and sense of mission and inculcate pride (Yukl, 2013,Northouse, 2013). Here, leaders behave as optimal role models for their followers. Thus, they avoid using power for personal gain. In view of this, they tend to be highly admired and gain respect and trust. They display consistent rather than arbitrary behavior.

Intellectual Stimulation: This places importance on encouraging subordinates to develop innovative solutions to solve problems independently (Yukl, 2013). The leaders listen carefully, share information and show trust in their followers, respect their ideas and consider their feelings, encourage intelligence, rationality, and careful problem solving. Additionally, in their decision making they stay calm, relaxed, and hopeful. Followers under this kind of leadership tend to arrive at more creative and innovative solutions when they are led by transformational leaders (Kahai & Avolio (1998).

Inspirational Motivation: This kind of leaders detail and structure their and followers' roles aligned to organizational goal attainment. They convey high expectations, use symbols to focus efforts, and show important purposes in simple ways. They also tend to be optimistic and encourage others to understand and to be devoted to the visions and missions (Zineldin, 2017).

Individualized Consideration: Under this, a leader gives personal attention and treats followers individually to develop their abilities. They serve as coaches, advisors and ensure

existence of supportive environments in which they assist group members to attain their goals (Zineldin, 2017; Northouse, 2013; Yukl, 2013). It is believed that individualized consideration leads to increase in self and team efficacy.

According to Xirasager (2008), the following points are explained. Inspirational motivation provides for encouragement of followers to their own requirements for self, actualization and progress through Maslow’s hierarchy of needs. This trait has the ability to empower followers to resolve contradictory forces and make practical decisions and minimized dysfunction or selfishly inspired resources. Idealized influence is concerned with the leader’s all-encompassing vision and mission, prioritizing supporters’ requirements over that of his own, encouraging pride, gaining confidence and reverence, growing positivity and establishing apprehension for ethical and moral values in taking resolutions Xirasager (2008).

Inspirational motivation takes place when a leader actively supports followers with interesting thoughts that motivate the review of methods and means of doing things from old to new. Such leaders create a cognitive-emotional environment for followers to discover and try out new methods for confronting progressively interesting goals Xirasager (2008). Individualized consideration involves mentoring, coaching continuous feedback where a supervisor devotes some of his personal time to the employee’s development and growth Xirasager (2008). This also includes to connecting the person’s requirement to the organizational mission (Bruce, J. Avolio, 1995).

Table 1 Summary of Transformational Leadership.

Characteristics	Definition
Charisma(Idealized Influence)	Provides vision and sense of mission, instills pride, gains respect and trust.
Inspirational motivation	Communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways. Provides encouragement to followers for their own requirements of self-actualization.
Intellectual stimulation	Promotes intelligence, rationality and careful problem solving
Individualized Considerations	Gives personal attention, treats each employee individually, coaches, advises

Source: Adapted from Xirasager (2008)

Transactional Leadership Style

Transactional leadership or managerial leadership concentrates on the role of supervision, organization and group performance. The leader inspires compliance from his followers by way of rewards and punishments. The transactional approach does not offer changing the future but merely to maintain the status quo. Transactional leadership is an effective approach to be used during emergency situations and to oversee projects that demand a specific procedure (Odumeru & Ogbonna, 2013).

Transactional leadership builds upon giving rewards or compensations for successful fulfilling of the work tasks within a set up contract or agreement between the leader and the employees (Avolio & Bass, 2004). The theory of transactional leadership comprises of dependent reward leadership, active only when necessitated by situation (active vigilance), and passive management-by-exception (the leader only intervenes after non-compliance has occurred (Antonakis, J., Avolio, B.J., and Sivasubramaniam, 2003)). As a result, transactional leadership tends to be short-lived, because the relationships are reviewed or terminated at the end of each agreement (Mcclaggan, Bezuidenhout, and Both, 2013).

Transactional leaders also offered rewards or impose punishments to gain compliance (Kirkbride, 2006). With transactional leadership, followers do not perform beyond expectations (Robbins & Judge, 2007). This type of leadership consists of constructive and corrective transactions. Constructive transactions clarify expectations whereas corrective transactions create desired change (Whittington et al., 2009 cited by Shebe, 2017).

Bass and Avolio (1995), cited by Shebe (2017), developed that transactional leadership involves two distinct dimensions: (i) the use of contingent rewards, which implies that leaders reward followers in exchange for attaining the specified performance levels; and, (ii) management by exception (MBE which has the dimensions of Active and Passive. In Active MBE, leaders monitor their follower's performances and take corrective actions as necessary. In Passive MBE, leaders do not intervene until mistakes or problems occur, then after leaders take corrective actions). The transaction between the leader and the employees in doing work is totally based on promise of what the employees need in exchange for the needs of leader (Lai, 2011). The leader may use reward system which can be negative like punishment

whenever employees disagree with or it can be positive like praise and recognition, if employees agree with the goal and directions set by employers.

Contingent Reward

According to Breevaart *et al.* (2014) contingent reward involves followers receiving incentives after accomplishing tasks to enthruse a follower's task motivation. The leader will establish consent from the followers on the task at hand and the reward for doing so (Northouse 2013). According to Yahaya *et al.* (2011) incentives and rewards are used to motivate employees to complete the specific task. This is supported by Bass (1999) who states that the leader will clarify by way of "direction or participation what the follower need to do to be rewarded for their effort. Leaders set clear goals, objectives, and targets and ensure followers have appropriate resources to complete tasks (Kirkbride, 2006). When contingent reward incentives are material like bonuses it is seen as transactional. However when the incentive is psychological in nature for instance when the leader praises an employee for work well done it can be transformational (Breevaart *et al.*, 2014).

Active Management by Exception

Active Management-by-Exception involves leaders who closely monitor followers' performance and take corrective action if deviations from standards occur. They enforce rules to avoid mistakes action (Bass, 1998). Management by exception-active leadership was less effective than contingent reward, but might have been necessary in some instances. With the active characteristic, followers and leaders clarify expectations (Bass, 1990a). Leaders monitor followers' performance and search for mistakes (Omolayo, 2007). They also control work tasks and notify followers as problems occur (Kirkbride, 2006). Leaders and followers also implement actions to avoid mistakes or correct mistakes (Omolayo, 2007).

Passive Management by Exception

Passive Management-by-Exception involves leaders who fail to intervene until problems become serious. They wait to take action until mistakes are brought to their attention (Bass &Riggio, 2006). With the passive characteristics, leaders implement punishments or corrective actions for deviations (Omolayo, 2007). These leaders follow performance as

problems arise; they pass action to correct them. A leader using the passive form intervenes only after standards have not been met or problems have arisen.

Someone who practices passive management by exception would respond to statements such as “I fail to interfere until problems become serious,” while those adhering to active management by exception might instead relate to “I concentrate my full attention on dealing with mistakes, complaints and failures.” In essence, both the active and passive management types use more negative reinforcement patterns than the positive reinforcement pattern. This style was only slightly more effective than laissez-faire leadership (Belias&Koustelios, 2009).

Transactional leaders maintain stability in the organization by recognizing followers’ needs and desires and then clarifying how those needs and desires will be satisfied in exchange for meeting specified objectives or performing certain duties. This satisfaction of needs improves employees’ productivity and morale (Judge, 2004). Omolayo (2007) characterizes transactional leadership style as one that focuses on rules, procedures and job descriptions to accomplish the organization’s goals and expectations. According to transactional leadership clarifies expectations and provides recognition when goals are met (Northouse, 2013). Leaders also avoid making changes by emphasizing routine task importance (Kirkbride, 2006).

Transactional leadership also involves balance between needs of the people as well as expectation of the organization. The leaders attempt to balance initiating structure in order to get things done with meeting the needs of the people while things are getting done. It calls for integration of the need of followers with the expectation of the organization or leaders. Transactional leadership involves making sure that organizations are managed according to the plans and rules and regulations. This leadership style limits or fences the long run vision of the leader and the engagement level of employees.

Laissez-Faire Leadership Style

Hamidifar (2009) commented that leaders who are practicing this leadership style are usually do not care and take no consideration and concern on issues that arises in organization environment. Laissez-faire is refers to “hands-off, let things-ride” approach in its original

French phrase. Leader of laissez-faire are said to relinquish responsibility, give no feedback, delays in decision making and not keen to help followers in satisfying their needs (Northouse, 2010). There is no exchange with followers or attempt to help them grow (Northouse, 2013).

Laissez-faire leadership is passive type of leadership style. There is no any type of mutual exchange or relationship between followers or leaders. Besides, it demonstrates a type of leadership style which is none transactional in which there is no on time and immediate decisions to be made, action have delay, the responsibilities of leadership all are ignored and there is a misused authority(Hamidifar,2009). This is known as a leader who is insensitive to follower's wellbeing in work context. These leaders do not intrude in the affairs of followers, exercising little or no control over the group. Their participation in group activities is low (Awan and Mahmood).

Researchers have consistently reported that laissez-faire leadership is the least satisfying and least effective style of leadership. That is because these leadership behaviors are accompanied by little sense of accomplishment, little clarity, little sense of group unity, and followers do not hold as much respect for their supervisors (Trottier *et al.*, 2008; Lok & Crawford, 1999).It is probably for these reasons that many researchers choose to exclude laissez-faire leadership from their research involving only transformational and transactional leadership.

The absence or avoidance of leadership is known as Laissez-faire Leadership (Judge & Piccolo, 2004). According to Bass and Avolio (1994), laissez-faire style is just the absence of a true leadership and is an inactive and ineffective style based on almost all of the researches regarding leadership style. Therefore, Laissez-faire generally is considered as the most ineffective and passive leadership form (Yukl,2010 Antonakis et al., 2003).Laissez-faire leadership is an absence of leadership and comprises of no-interference strategy where employees are permitted absolute free will(Omolayo,2007) .This leadership style may be applicable in organization in which the workers have level of self-actualization.

2.6 Concepts and Definition of Employee Engagement

Engagement is a state of mind and can be measured in three levels: physical, mental (cognitive) and emotional. The better engagement is in each level, the higher is employee engagement. High employee engagement increases productivity and quality, as well as

decreases employee turnover rate and therefore also hiring and training costs (Truss, Alfes, Delbridge, Shantz&Soane 2014).

It is clear that the term employee engagement have overlaps with concepts like commitment and organizational citizenship behavior, but there are differences. Engagement in particular involve a two-way relationship where the organization need to work to engage employees and the employee need to decide what level of engagement to offer the employer (Robinson *et al.*, 2004).Employee engagement has been defined in many different ways and the definitions and measures often sound like other better known and established constructs like organizational commitment and organizational citizenship behavior (Robinson et al., 2004). Most often it has been defined as emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employees in their jobs (Frank et al., 2004).

Engaged employees put both their head and heart into their work, and are thus the most productive workers, the best team-players and the most committed to organizational goals (Engaging employees through social responsibility, 2007). Rothbard (2001) defines engagement as psychological presence but goes further to state that it involves two critical components: attention and absorption. Attention refers to “cognitive availability and the amount of time one spends thinking about a role” while absorption “means being engrossed in a role and refers to the intensity of one’s focus on a role.”

After Kahn the most acceptable definition of engagement by the researcher is the one given by Schaufeli et al. (2002). Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior.

According to Schaufeli et al. (2002) the three subscales of engagement are defined below. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption, is characterized by being fully concentrated and happily engrossed in one’s work, whereby time passes quickly

and one has difficulties with detaching oneself from work' (Schaufeli, Salanova, González-Romá & Bakker, 2002) . In other words, an individual with dedication will always engage in work with enthusiasm and pride. According to some researches, this dimension of engagement could be related to the more traditional concept of job involvement (Mauno et al., 2007). These dimensions of employee engagement are recently measured through the instrument the Utrecht Work Engagement Scale (UWES), developed by Schaufeli et al. (2002).

According to Baumruk and Gorma (2006) cited by Solomon Markos (2010), engaged employee consistently demonstrates three general behaviors which improve organizational performance:

1. Say-the employee advocates for the organization to co-workers, and refers potential employees and customers.
2. Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere
3. Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business.

Recently, employee engagement was re-categorized as vigor (Wefald & Downey 2009a). According to this school of thought, to realize that employee engagement is a different construct, the only non-confounding construct that should be measured is vigor. Vigor' as defined by Shirom (2003) refers to an individual's feeling that they possess physical strength, emotional energy and cognitive liveliness. This definition refers to an affective state that individuals attribute to their job and workplace. Vigor in this respect focuses on the notion of having 'energy' at work. It does not refer to behavioral responses to events at work such as dedication to work, which is a significant characteristic of employee engagement. Thus, adopting the concept of vigor (energy) does not capture a holistic concept of engagement. Clearly, this school of thought only covers one facet of engagement. For this reason, this school of thought's definition of engagement cannot be used to conceptualize employee engagement in this study.

The second element of employee engagement is dedication. This refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge (Schaufeli et al. 2002). Being dedicated to one's job includes motivated acts such as working hard and giving the best that one can at work. Work not only seems to be important but also requires self-disciplined behavior, as demonstrated by following rules, taking the initiative to solve a problem at work and exceeding one's personal job requirements (Van Scotter & Motowidlo 1996). A person who is dedicated to work is veritably engaged to his or her job.

Absorption concerns the hedonic aspect of work. For a person to be engaged, he or she should enjoy the work and find pleasure in performing it. Thus, a happy and focused employee embodies an engaged employee. A study using in-depth interviews confirmed that absorption is a relevant aspect of engagement (Schaufeli & Bakker 2001). The study argued that this facet of engagement relates to individual efficacy through having the confidence to be absorbed and the resilience to be persistently absorbed in a task.

To sum up, different school of thoughts have conceptualized employee engagement in various ways. The lack of agreement among scholars in establishing a solid foundation for the definition of employee engagement has caused many gaps in the research area. Some have defined engagement as being present at work, some as the opposite of burnout on a continuum, and some have overlapped it with other constructs such as job satisfaction and job involvement. The arguments presented in the above sections justify why Schaufeli, Salanova, Gonzales-Roma, and Bakker (2002) conceptualization of engagement is most exhaustive and precise. Employee engagement focuses upon the positive and fulfilling aspects of doing work. For a person to be engaged, he or she must be vigorous, dedicated and absorbed in their job. This positive reflection is in line with the movement of positive organizational behavior in seeking to understand how individuals thrive at work. For this reason, Schaufeli Salanova, Gonzales-Roma, and Bakker (2002) view on engagement is seen as more dominant and comprehensive than others. Given these key attributes and following Schaufeli et al. (2002) conceptualization, this study defines employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. This definition distinguishes it from other established measures of positive employment states such as job

satisfaction and job involvement.

Gallup's 3 Types of Employees

Gallup Employee Engagement Center offers organizations a wide range of employee engagement solutions. They offer the same valuable engagement tools for businesses' use that are utilized for example by the leading Fortune 500 companies (Gallup 2014). In order to be able to offer comprehensive solutions for businesses, Gallup has conducted years of research and interviews in various countries and organizations. As a result, they have identified three major employee types when it comes to engagement: engaged, disengaged and actively disengaged employees (Gallup 2014).

1. Engaged Employees

Engaged employees are the best employees and colleagues. They are genuinely involved and committed at work, give their best and go for the extra mile. They work with passion and feel as part of the organization. Engaged employees are an asset for the organization as they tend to work hard and help others. Engaged employees are the ones that bring money for the organization and are in line with organization's goals. They are also less likely to quit which lowers the employee turnover rate and further decreases hiring costs (Gallup 2014; McKeever 2014; Sanford 2002).

2. Disengaged Employees

According to Gallup, disengaged employees are difficult to notice as they do not pull attention to themselves as much as actively disengaged employees. However, it does not mean that disengaged employees are good for the organization. Often disengaged employees are not concerned about the customers or meeting the organizations goals. These employees might also cause "shrinkage", for the organization as they could take office supplies and other products for personal use. The main motivator for disengaged employees to be working within the organization is to get money (Gallup 2014; McKeever 2014; Sanford 2002).

3. Actively Disengaged Employees

Actively disengaged employees are people who do not care about the organization. They have more sick days and quit more often than engaged employees, therefore costing a lot of additional costs for the organization in form of hiring and sick day payments. Actively disengaged employees put as little effort into work as possible. They also show their disengagement and underrate the work of others, therefore negatively affecting the atmosphere of other employees as well (Gallup 2014;McKeever 2014; Sanford 2002).

Factors Affecting employee engagement

Although there is little empirical research on the factors that predict employee Engagement, it is possible to identify a number of potential drivers from Saks (2006) and Maslach et al. (2001) model.

According to Lawler and Worley (2006) for a high-involvement work practice to be effective and for it to have a positive impact on employee engagement, employees must be given power. They argue this will lead to employees having the ability to make decisions that are important to their performance and to the quality of their working lives, thus engaging them in their work. Furthermore, Lawler and Worley (2006) contend that power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for decisions and their outcomes. Involvement is maximized when the highest possible level of power is pushed down to the employees that have to carry out the decision, resulting in gaining the maximum level of engagement possible from employees.

Purcell et al (2003) study found a number of factors to be strongly associated with high levels of employee engagement. All of these factors had in common been that they were connected with an employee's involvement in a practice related to their work. For example, effective communications was found to be a factor as engagement levels were affected by the amount of information employees received about how well the company was performing and how they contributed to the company achieving its business objectives. Furthermore, employees having involvement in decisions' affecting their job or work was also associated with high levels of engagement.

It is clear that employee engagement also depends on the manager or supervisor. Smith (2014) argues that when managers employ a philosophy of ‘servant-leadership’, whereby a manager’s primary role is in supporting and serving those around them, the environment becomes ‘highly engaged’. Saks (2006) argues in order to create a highly engaged environment managers must be engaged; “if managers aren’t engaged its unlikely employees will respond to any efforts to engage them”. Research has demonstrated that employee engagement tends to be based on factors such as the relationship they have with their managers (Smith, 2014). Yet other theorists claim that employee engagement depends on offering empowerment and jobs should fit employees’ interests (Judge, 2004).

Employee’s engagement may not be created without an appropriate expense from the organization they are working or from the leadership that is coordinating the working system. The organization could have suitable working environment, the leadership could be the one which can be role model in empowering employees.

2.7.The Relationship between Leadership Styles and Employee Engagement

Wiley (2010) states that a critical element to build confidence, motivate performance and increase employee engagement, is to have people at the top that can inspire belief in the organization’s future. When done effectively, organizations experience better business success and stronger bottom-line business performance.

Attridge(2009) asserted that leadership style is crucial for encouraging employee engagement. However, there has been little published research into the relationship between leadership styles and employee engagement. There is great evidence in the literature about the effect of the leadership support on work engagement (Karatepe and Olugbade, 2009). The researchers agreed that leadership and their communication and relations with the employees have a great impact on employees’ motivation, satisfaction and engagement. A great number of studies find positive relations between leadership support and the three main dimensions of work engagement- vigor, dedication and absorption (Karatepe and Olugbade, 2009; Bakker et al., 2007, Schuafeli et al., 2008; Hakanen et al., 2006). Karatepe and Olugbade(2009) argues that organizational resources as supervisor’s support and communication through specific

trainings and practices are positively related to work engagement. The researchers agreed that leadership and their communication and relations with the employees have a great impact on employees' motivation, satisfaction and engagement.

Schaufeli and Bakker (2008) found that employees who have positive interactions with their managers have increased levels of engagement. Managers are a vital component in delivering intangible rewards like flexible work hours, career growth, recognition, leadership and job enablement (David, 2009). Effective leadership among other organizational factors, are required for employees to realize their full potential and value. Managers who are able to build an all-around engaging work climate have an invaluable effect on an employee's commitment to a company and on the productivity a group of employees can generate (Nowack 2006).

According to Carnegie (2012), by working with employees to create a clear career path and set goals with a potential for growth, a manager can create positive esteem within each team member. By showing them that they are valued and have responsibility, and then to recognize and reward them for a job well done, a manager can create an "involved employee." It is then much easier to turn that sense of involvement into enthusiasm and a sense of pride in ownership that creates the highest levels of engagement with employees. Research has unequivocally demonstrated that the more leadership inspires trust and confidence in the future, and the more managers recognize and respect employees, ensure that people are growing and developing, and match employees to their work, the higher the employee engagement (Wiley, 2010).

Wallace and Trinkka (2009) have written the article with one of the most direct statements trying to link leadership to engagement, with the clear purpose of increasing the company's results. Within this post-crisis article, the authors point the relationship between leader's behavior towards their employees and efficiency increase caused by engagement, which is needed by struggling companies due to budgetary restraints. The main statement is the fact of engagement causing productivity and customer focus to increase. They further state the engagement can be increased by manager's right support. Their most provocative argument is that they see "the leadership of the immediate manager as more important organizational variable than any other" (Wallace and Trinkka, 2009).

To summarize, leadership plays an important role in employee engagement. Leaders play an important role in the development of engagement by projecting the ideals and characteristics that are tied to engagement drivers, such as being supportive, and providing a vision to the employees that goes beyond short term goals but the long term goals of the organization. Managers of any organization should implement an effective leadership style based on situations to create highly engaged employees. The caring attitude and behaviors of leaders ultimately plays an immense role in engaging employees for organizational effectiveness. Leaders giving due emphasis for their employees are change agents.

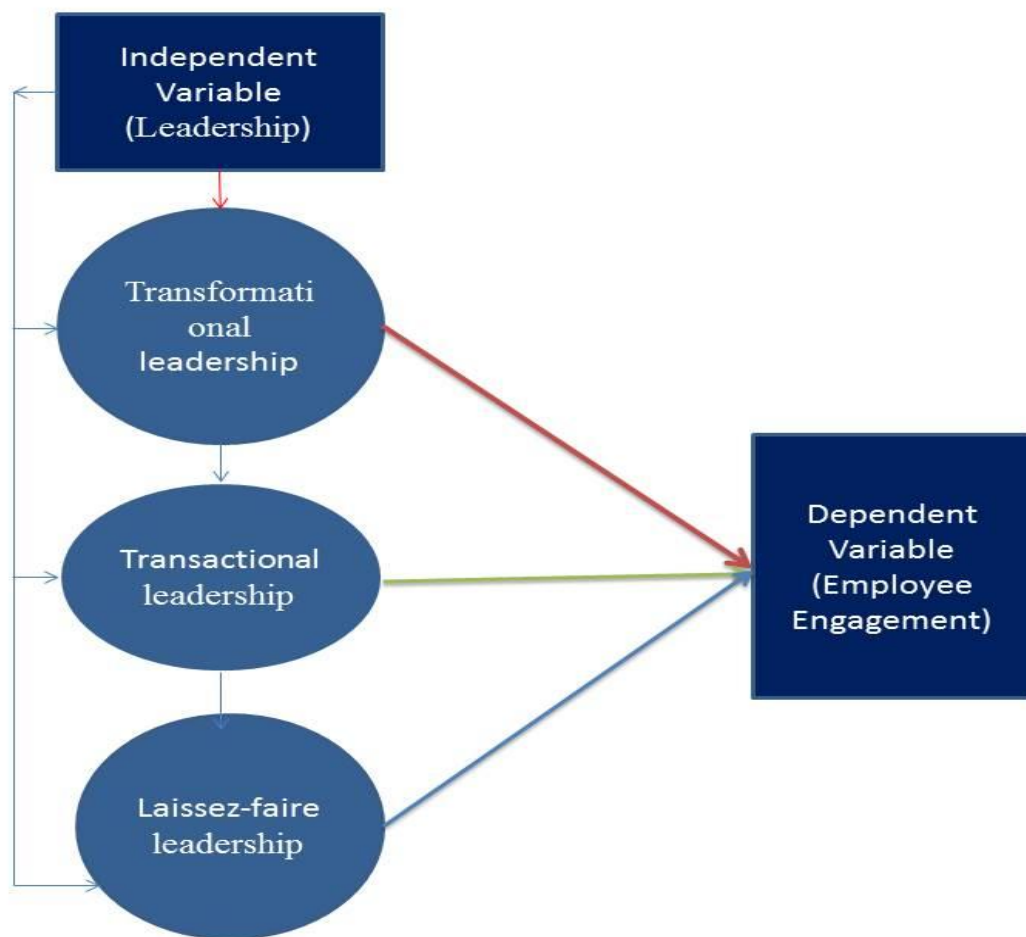
2.8 Literature Review Summary

There are many leadership definitions in the literature that I reviewed. Even though there are no universally agreed definitions of leadership, the most recent definition that captures my attention is “Leadership is a process where by an individual influences a group of individuals to achieve a common goal (Northouse 2013).According to Full Range Leadership Model, there are three predominant leadership styles, these are Transactional, Transformational and Laissez -Faire. Transformational leadership has a strong influence on employee engagement. While transactional leadership has a short term impact on engagement. But as per the findings of many researchers, laissez- faire leadership has no positive effect on engagement of employees. Employee engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli ,Taris,and Rhnenen ,2002)).Implementing proper leadership style is crucial for encouraging employee engagement.

Figure 1 Conceptual Framework

Figure 1 is the conceptual model for the study. The model hypothesizes key leadership styles: Transformational, transactional and laissez-faire leadership styles, as the independent variables have significance with and impact on the dependent variable employee engagement. The model also tries to determine the relationship between leadership styles on the dependent variable, employee engagement.

Figure 1 Conceptual Framework of Leadership Styles and Employee's Engagement



Source: Developed by the Researcher

Chapter Three

Research Design and Methodology

3.1 Research Approach

Research is the discerning search of the truth. Information obtained from research is turned into knowledge and the knowledge from research contributes to better decision making in organizations (Hair *et al.*, 2015). Quantitative research approach will use to collect data since a large amount of respondents will be needed. This approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari 2004). The quantitative methods are intended to describe current conditions, investigates relations and study cause-effect phenomena (Gay, Mills & Airasian, 2005 cited by Shibe ,2017)

3.2 Research Design

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money (Kothari 2004). And also research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Saunders et al. 2007).

A correlation research design was used to achieve the objectives of the study. Creswell (2012) cited by Shibe (2017) contends that correlational research is used when the study seeks to identify the extent to which two or more variables covary. In other words, change in one variable leads to change in the other variable. Correlational research aims to ascertain if there is a significant association between two variables (Reid, 1987, cited by Shibe, 2017). Accordingly, the researcher had selected correlational research design to know the relationship between leadership styles and employee engagement.

3.3 Population and Sampling.

The target populations were both leaders and employees of Radisson Blu Hotel Addis Ababa, Kazanchis Area. The total population was 340 employees. And because of time and Budget constraints I was not consider the whole population rather I took 103 of the population for this study. I used stratified and confidence level sampling to select leaders (Department heads, their assistance and supervisors) and line staffs. Mugenda (2009) propose that a size of 30 to 500 is appropriate for most academic researches. Based on this a total sample size of 103 were determined and based on the below formula 20 and 83 samples were taken from leaders and employees respectively.

$$n_h = (N_h / N) * n$$

Where n_h is the sample size for stratum h ,

N_h is the population size for stratum h ,

N is total population size, and n is total sample size.

To sum up, a mix of stratified and confidence level sampling techniques was used to select respondents. This was to ensure that target groups within a population are adequately represented in the sample, and to improve efficiency by gaining greater control on the composition of the sample.

3.4 Data source and Types

The sources of data were primary source i.e. by distributing questionnaires to selective employees. Primary data is the information that the researcher finds out by him/herself regarding a specific topic. And also primary data source is data prepared by individuals those are participants in or a direct witness to the event that is being described. To get data from leaders and staff members, two standardized questionnaires was used. Questionnaire is used when factual information is desired. And the secondary data of this study was obtained from many sources like e-sources, library books, and journals/ articles.

3.5 Data Collection Procedures

For the purpose of this study a quantitative approach involving a close-ended questionnaire was used as the measuring instrument. The close-ended questionnaires were administered to groups of people simultaneously, since they are less costly and less time-consuming than other measuring instruments. Two standardize separate instruments, namely **Multifactor Leadership Questionnaire (MLQ)** and **Utrecht Work Engagement Scale (UWES)** were used in this research to obtain quantitative information on leadership styles and employees' engagement respectively.

3.6 Reliability and Validity

Validity (construct validity) is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity can also be thought of as utility. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothari 2004).

The test of reliability (internal consistency) is another important test of sound measurement. A measuring instrument is reliable if it provides consistent results. Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument. For instance, a scale that consistently overweighs objects by five kgs is a reliable scale, but it does not give a valid measure of weight. But the other way is not true i.e., a valid instrument is always reliable. Accordingly reliability is not as valuable as validity, but it is easier to assess reliability in comparison to validity (Kothari 2004).

3.6.1 Validity and Reliability of the Multifactor Leadership Questionnaire

The reliability and validity of Multifactor Leadership Questionnaire was tested. Avolio, Bass and Jung (1999) confirmed the reliability of MLQ by using a large pool of data (N=1394). Avolio (2004) reported reliabilities for total items and for each of the leadership factor scales range from 0.74 to 0.94.

As indicated in table 1 below the data collected was reliable having Cronbach's Alpha =0.822 which is greater than 0.74. This was obtained from MLQ distributed for employees of

Radisson Blu Hotel, Addis Ababa as a result the data collected was reliable.

Table 1 Reliability Statistics for MLQ

Cronbach's Alpha	N of Items
.822	36

3.6.2 Validity and Reliability of the Utrecht Work Engagement Scale (UWES-17)

Meta-analyses of the original and the short versions of the UWES indicate very good internal consistencies for vigor, dedication, and absorption. More particularly, analyses across thirty three samples (total N = 19,940) from eight different countries (i.e., Australia, Belgium, Finland, Greece, the Netherlands, Norway, Spain, South Africa, and Sweden) revealed that sample weighted values for Cronbach's α of all three scales of the original and short versions of the UWES exceeds 0.80. Hence, it can be concluded that the three scales of the UWES as well as the composite questionnaire are sufficiently internally consistent. The below table showed that the data collected was reliable having Cronbach's Alpha = 0.840 which is greater than 0.8

Table 2 Reliability Statistics for UWES

Cronbach's Alpha	N of Items
.840	17

3.7 Independent and Dependent Variables of the Study

The Variables those are used in measuring Full Range Leadership behaviors will be considered separately as independent variables. And elements of employee engagement are considered dependent variables.

Table 3 Independent and Dependent Variables Summary

Leadership- Independent Variable	
Variables	Dimension
Transformational	Inspirational Motivation
	Idealized Influence
	Individual Consideration
	Intellectual Stimulation
Transactional	Contingent Reward
	ManagementBy Exception- Active
	Management By Exceptions-Passive
Laissez-Faire	Laissez faire behaviors
Employees Engagement –Dependent Variable	
Variables	Dimensions
Engagement	Vigor
	Dedication
	Absorption

3.8 Ethical Considerations.

The researcher cited the sources for everything that might be taken from other places. It was very mandatory to address ethical considerations of confidentiality and privacy and also an act of plagiarism was not happened in this paper. I used all my energy and conscious effort at all times to sustain this promise. A verbal promise was given to the respondents that their names will not be revealed in the questionnaire and research report and also I briefly explained the study was purely for academic purpose. Moreover, participants were received a verbal description of the study, and informed consent was obtained before the survey. Participation in the study must be voluntary, and all participant responses were kept confidential. Finally, a copy of the final report was given to the organization if necessary.

3.9 Data Analysis

After the data was collected, it was necessary to implement statistical techniques to analyze the information as this study is quantitative in nature. Therefore, the survey data was processed using an SPSS (version 20). First the relevant data was coded, summarized and

then transferred to SPSS to be analyzed and presented. Frequency tables were used to summarize the demographic characteristics of respondents in the form of frequency and percentages. Mean and standard deviation were used to know the perception of leaders about their leadership styles. Besides this the descriptive statistics such as mean and standard deviations of employees' answers to leadership styles and employee engagement scales were calculated in order to determine employees' perceptions of leadership styles and employees' engagement.

Pearson's correlation was used to examine the link between leadership styles and employees engagement dimensions. Correlation coefficient (r) will be used to determine the positive (direct) or negative (inverse) relationship between leadership styles and employees engagement. Correlation coefficient (r) is normally reported as a decimal number somewhere between -1.00 and +1.00 (Hunk, 2012 cited by Hewan, 2015). Its result gives the researcher an idea of the extent of the relationship between the two variables (leadership styles and employees engagement).

According to (Hunk 2012, cited by Hewan, 2015) a positive correlation coefficient (r) indicates a positive and direct relationship and a negative correlation coefficient (r) indicates a negative relationship and an indirect or inverse relationship between the two variables (leadership styles and employees engagement). A zero correlation indicates that there is no correlation between the variables.

Chapter Four

Presentation, Analysis and Interpretation of Data

This chapter contained presentation, analysis and interpretation of data. Descriptive and inferential statistics were used to summarize the quantitative data. Basically, this chapter was structured into three parts. The first part discussed findings from the demographic characteristics of the target population by using frequency and percentage. The second part concentrated on the analysis of standard statistical tools such as mean scores and standard deviation by using descriptive statistics ; the third part presents findings of the correlation analysis of leadership styles and employee engagement this was done by using inferential statistics.

4.1 Demographic Characteristics of Respondents From Managerial Level Employees

There were a total of 103 selected employees and their leaders participated in this study. Among them 20 were leaders and 83 were non-managerial employees. The leaders sample was taken from the whole departments of the hotel and they were from the head of departments, their assistances and supervisors.

In regarding to gender distribution, the majority were males i.e. sixteen (80%).And four (20%) were females; this indicates that the number of females in managerial position are much less than the number of males. According to the findings from the profile of leaders, male dominated leadership is practiced.

From table 4 below the sample demography of fourteen (75%) of the leader respondents were in the age range of 31-45 years. And four (20%) of them were between the age of 46 and 55.when we have a look at on the educational level of participant leaders, fifteen (75%) of leaders had degree, three (15%) had masters or above and two (10%) of them had diploma. From this one can comprehend that most leaders were in the fertile age group. As a result hey can use their potential to lead their organization in an effective level as much as possible.

And finally the demographic data revealed that ten (50%) of leaders had less than two years of stay in the Hotel, Seven (35%) of them stayed from 2-5 years and three (15%) of them stayed above 5 years. Besides this sixteen (80%) of them were married and four (20%) single. From this the researcher understood that there was a high leader turnover and this is not good for the organization. It is because the employees will take time to associate easily with their new leaders and the same is true for leaders. The leaders should stay longer in the organization so as to implement their leadership qualities with the subordinate that they know very well. In addition to this, the vast majority of leader respondents were married.

Table 4 Summary of Leaders Profile.

	Variables	Frequency	Percent
Gender	Male	16	80
	Female	4	20
Age group	18-30 years	1	5
	31-45 years	14	75
	46-55 years	4	20
	Above 55 years	1	5
Educational level	Diploma	2	10
	Degree	15	75
	Masters or above	3	15
Service years in current organization	Less than 2 years	10	50
	2-5 years	7	35
	Above five years	3	15
Marital Status	Married	16	80
	Single	4	20

4.2 Demographic Characteristics of Respondents from Non –Managerial Employees

As illustrated In table 5 below the researcher can easily summarize the demography of respondents having non-managerial position. It was done by using descriptive statistics and analyzing the frequency and percentage of respondents in each demography.

From the total of sample respondents of employees having non-managerial positions forty six (55.4%) were males and thirty seven (44.6%) of them were females. From age perspective, the majorities were in the age range of 31-45 which was forty six (55.4%). Thirty five (42.2%) of them lined between the age of 18-30 years. The least number of employees which were two (2.4 %) were between 46 and 55 years. No respondents were above 55 years of age.

From the gender and age distribution of respondents the researcher can grasp males had a dominant number over females. In this regard the organization has to strive to minimize the gender gap of employees by attracting and creating conducive working environment for potential females. About eighty one(97.6%) of respondents were between 18 and 45 years of age and this is a golden opportunity for the organization to fully utilized the potential of its employees which were lining in this productive and active age range. Employees within this age range can be trained easily and definitely bring the desired change.

Twenty five (30.1%) of respondents were high school completed and thirty three (39.8%) of them had diploma. Degree holder participants were 23(27.7%) followed by two (2.4%) of had masters or above. Twenty three (27.7%) had first degree. Only a few of them had masters or above. From this demographic data of respondents the researcher can told that above majority of respondents were high school completed and diploma level.

From the total respondents, the majority of them were less than two years of service numbered thirty five (42.25%) followed by twenty seven(32.5%) of greater than 5 years of service. And twenty one (25.3%) had having between 2 and 5 years of service in the organization. Above majority of respondents were married, fifty six (67.5%) followed by twenty seven (32.5%) single.

Table 5 :Summary of Employees ‘ Profile

	Variables	Frequency	Percent
Gender	Male	46	55.4
	Female	37	44.6
Age group	18-30 years	35	42.2
	31-45 years	46	55.4
	46-55 years	2	2.4
Educational level	High School	25	30.1
	Diploma	33	39.8
	Degree	23	27.7
	Masters	2	2.4
Service years in current organization	< 2 years	35	42.2
	2-5 years	21	25.3
	Above five years	27	32.5
Marital Status	Married	56	67.5
	Single	27	32.5

4.3 Descriptive Statistics of Leadership Styles Perceived by Leaders.

The below discussions were as a result of leadership styles of leaders perceived by leaders themselves. In this discussion the five subscales of transformational leadership styles, three subscales from transactional leadership style and one subscale from laissez faire leadership style were considered and analyzed descriptively as indicated in table 6 below.

The mean score of inspirational motivation is the highest ($M=2.70$, $SD=0.801$), this clearly indicated that leaders of The Hotel used inspirational motivation to some extent than other dimensions of transformational leadership style to accomplish the objectives of the organization when compared to other subscales of transformational leadership styles. The hotel leaders were moderately optimistic, enthusiastic, and visionary and express their confidence that goals will be achieved as perceived by leaders themselves.

The second highest score is individualized consideration, $M=2.60$, $SD=0.681$. This shows that leaders of the organization portrayed an activities like treating, teaching, coaching and developing strengths of subordinates as well as Considering individuals as having different needs, abilities, and aspirations from others in a satisfactory manner.

From the transformational leadership variables the third higher scores are intellectual stimulations and idealized influence-attribute, $M=2.55$ and $SD= 0.826$ respectively .Both have the same mean and standard deviations this finding portrays that leaders perceived that they are practicing dimensions of intellectual stimulations and idealized influence-attribute in the same level. This tells us leaders use concepts of intellectual stimulations and idealized influence-attributes to lead their subordinates in satisfactory manner. And the least scored dimension of transformational leadership was idealized influence-behavior= 2.30 , $SD=0.637$. Leaders practiced to the lesser degree of implementing the moral and ethical consequences of decisions, the important of having collective sense of mission and strong sense of vision, talk about their important values and beliefs.

According to Bass and Avolio (1999) [as cited in Bass *et al.*, 2004] suggestion the mean score required for effective leadership could be greater or equal to three for all variables of transformational leadership style. However, the mean scores of the five dimensions of the transformational leadership are found to be below the suggested level. This indicates that the leaders are not effectively implementing the principles of transformational leadership to the desired level.

From table 6 below, dimensions of transactional leadership were computed. Contingent reward has the highest score $M=3.65$, $SD=0.489$. This shows that most leaders give due emphasize on contingent reward. Contingent reward is characterized by providing assistance in exchange for effort, make clear what one can expect to receive when performance goals are achieved, express satisfaction when expectations are met, discuss in specific terms who is responsible for achieving performance targets.

The second higher score was management by exception- active, $M=3.15$, $SD=0.671$. From this data the researcher can tell that leaders of the hotel implemented this dimensions to the second level. The characteristics of this dimension are that keeping tracks of all records,

concentrate full attention on dealing with mistakes, complains and failures. They also closely monitor activities of employees and they take immediate action before deviation from standard occurred.

The lowest score of transactional leadership was management by exception – passive=0.25,SD=0.444.This clearly shows that most leaders cannot wait until problems become chronic and serious , things go wrong ,things to fix after broken. According to Bass and Avolio (1999) suggestion, the mean score for contingent reward around 2, the range from 2 to 1 for management by exception-active and between 1 and 0 for management by exception -passive.

From this suggestion the mean score of leaders in regard to contingent reward is higher than the recommended level therefore leaders in this regard are not effective on their leadership. Besides this, the mean score of leaders in management by exception –active is not also in the range of scientifically advised that is between 2 and 1, therefore they are not effective in this matter also. The mean score of management by exception-passive is $M=0.25$, which is in the recommended range, this indicated that leaders are in a good position concerning the idea of management by exception-passive.

Data computed from the table 6 showed that almost all leaders are implementing the concept of the so called Laissez-Faire Leadership Style in an effective level because its mean value is in an effective range. This style of leadership is known by avoiding getting involved when important issues arise; avoid making decisions, delay in responding to urgent questions and absent when needed. According to Bass and Avolio (1999) suggestion ,laissez-faire leadership for a leader to be effective, the mean score must be between 1 and 0.As a result the mean range of laissez-faire leadership style in this data is in the range of recommended, therefore leaders in this aspect are effective.

As per leaders response on their leadership styles perceived by leaders themselves (self-rating), the overall mean score of transformational leadership style is the highest ($M=2.55$, $SD= 0.759$), which means that leaders perceived that their leadership style is more of transformational in style. It is followed by Transactional Leadership having, $M=2.30$ and $SD=1.625$.The mean and standard deviation of Laissez-Faire Leadership style is zero, it

acknowledges leaders in the organization are not in favor of this kinds of style. But when we see from the nine dimensions of leadership styles contingent reward has the highest score, $M=3.65$, $SD=0.489$. This means leaders give much attention on contingent reward dimensions of leadership styles. From this one can conclude that the dominant leadership style perceived by leaders is transformational but not effective.

Table 6 Summary of Leadership styles Perceived by Leaders

Variables	Code	N	Min.	Max.	M	SD
Transformational Leadership style	TFL	20	1	4	2.55	.759
Idealized influence –attribute	IA	20	1	4	2.55	.826
Idealized influence – behavior	IB	20	1	3	2.30	.657
Intellectual Stimulation	IS	20	1	4	2.55	.826
Inspirational Motivation	IM	20	1	4	2.70	.801
Individualized consideration	IC	20	2	4	2.60	.681
Transactional Leadership style	TSL	20	0	4	2.30	1.625
Contingent Reward	CR	20	3	4	3.65	.489
Management by exception-active	MBA	20	2	4	3.15	.671
Management by exception-passive	MBP	20	0	1	.25	.444
Laissez faire leadership style	LFL	20	0	0	.00	.000

Min.=Minimum, Max.=Maximum, M=Mean.SD=Standard Deviation

4.4 Descriptive Statistics of Leadership Styles Perceived by Employees.

The descriptive statistics was used as a way to examine the mean, standard deviation and other information which are not apparent in the raw data. It was needed to determine the employees' perception to leadership style. Table 7 below contains descriptive data (mean and standard deviations) for the five transformational leadership subscales, three transactional leadership subscales and one laissez-faire subscale as indicated by the respondents.

The below table indicated that the descriptive statistics of employee's perception about the leadership styles of their leaders. The minimum, maximum, mean, and standard deviations of employees' perceptions are summarized in table 7 below.

According to the result from the descriptive statistics, the mean values of all transformational leadership dimensions had almost closer scores i.e. between 2.1 and 2.4. Among these dimensions, Inspirational Motivation has the highest score $M=2.40, SD=1.189$. Due to this, leaders are giving attention on inspirational motivation techniques like articulating a compelling vision of the future, expresses confidence that goals will be achieved, talks enthusiastically about what needs to be accomplished, and talk optimistically about the future.

As per Bass and Avolio (1999) [as cited in Bass *et al.*, 2004] suggestions, the mean score required for effective leadership could be greater or equal to three for all variables of transformational leadership style. But all the mean values of dimensions of transformational leadership style are less than three. Therefore, according to employee's perception, leaders are below the suggestion levels and are not effective transformational leader. Even though leaders score higher on transformational leadership styles, they are not on the ideal range of effectiveness. The higher the mean value doesn't necessarily explain effectiveness level, to be effective it has to be in the effective range of recommended.

When we have a look at on the mean and standard deviation of transactional leadership styles, contingent reward has the highest score $M=2.58, SD=1.191$. Management by exception-active and management by exception-passive has mean and standard deviations of $M=2.41, SD=1.362$ and $M=1.84, SD=1.384$ respectively. According to Bass and Avolio (1999) suggestion, the mean score for contingent reward is around 2, the range from 2 to 1 for management by exception-active and between 1 and 0 for management by exception-passive. All the dimensions of transactional leadership are not on the range of scientifically recommended. This shows that leaders are not effective in implementing transactional leadership styles like management by exception-active and management by exception-passive and contingent reward. Leaders of the hotel are not effective in regard to Management by Exception-Active and Management by Exception-Passive and contingent reward. The dominant transactional leadership dimension perceived by employees is contingent reward which has the highest mean score but the dominant leadership style perceived by employees was transformational leadership having higher overall mean score.

As portrayed in table 7 below the mean score of laissez-faire leadership scale was $M=0.51$,

SD =0.592. When the mean score was compared to the level of effectiveness range suggested by Bass and Avilio (1999), for a leader to be effective, the mean score of his or her laissez-faire leadership style must be less than 1. As a result, leaders are on the effective range of recommended. To highlight this, leaders of Radisson Blu are not Laissez faire as perceived by their subordinates. To wrap up, according to employee's perception leaders are not lining on the effective range of leadership suggested by scientists except in the case of laissez-faire leadership.

Table 7 Summary of leadership styles perceived by employees.

Variables	Code	N	Min.	Max.	M	SD
Transformational Leadership	TFL	83	0	4	2.19	1.302
Idealized Influence (Attribute)	IA	83	0	4	2.14	1.345
Idealized Influence(Behavior)	IB	83	0	4	2.16	1.311
Intellectual Stimulation	IS	83	0	4	2.18	1.251
Inspirational Motivation	IM	83	0	4	2.40	1.189
Individualized Consideration	IC	83	0	4	2.16	1.375
Transactional Leadership	TSL	83	0	4	2.28	1.355
Contingent Reward	CR	83	0	4	2.58	1.191
Management By Exception –Active	MBA	83	0	4	2.41	1.36 2
Management By Exception –Passive	MBP	83	0	4	1.84	1.384
Laissez-Faire Leadership	LFL	83	0	3	0.51	0.592

Min.=Minimum, Max.=Maximum, M=Mean.SD=Standard Deviation

4.5 Extent of Employees Engagement as Measured by UWES

The engagement level of employees perceived by them (self –rating) is described below. The perception of employees on their work engagement was measured by UWES. The perceptions of employees on their work engagement were determined in the below table. Table-8 shows the minimum, maximum, mean scores and standard deviations of the variables of work engagement dimensions as perceived by employees. It was depicted that work engagement is represented by vigor, dedication and absorption. Therefore, to obtain a

tremendous understanding of the influence of variables, each was highlighted and discussed. Analysis of each of variables of vigor, dedication and absorption were presented as follows. Table-8 indicates level of employee engagement as perceived by employees (self-rating) measured by Utrecht Work Engagement Scale (UWES).

Table-8 below portrays the minimum, maximum, mean and standard deviation scores of the variables of work engagement as perceived by employees (self-rating). The discussion and the finding of employees perception on work engagement is illustrated below in table 8.

By implementing descriptive statistics methods of data analysis, all the three components of work engagement were analyzed. Just point out the most frequently practiced of engagement acquired by the employees, the mean and standard deviation of all dimensions of the employee engagement variables were computed by the same statistical package, SPSS Version 20.

As we see from the table, the first employee engagement variables was vigor having mean score and standard deviation of $M = 2.43$, $SD = 1.212$ respectively. The mean score and standard deviation of the second employee engagement variables, dedication was $M = 2.52$, $SD = 1.232$. The mean score and standard deviation of third employee engagement variable, absorption was $M = 2.23$, $SD = 1.281$ as measured by Utrecht work engagement scale (UWES). From this data, the researcher can point out that dedication has the highest mean score followed by vigor and absorption.

Table-8: Mean Score of Employees Work Engagement

	N	Min.	Max.	M	SD
Vigor	83	0	4	2.43	1.212
Dedication	83	0	4	2.52	1.282
Absorption	83	0	4	2.23	1.281

Min.=Minimum, Max.=Maximum, M=Mean.SD=Standard Deviation

Table 9 below clearly depicted in which range that the engagement level of employees are found. From all the engagement dimensions, employee dedication acquired the highest mean score ($M = 2.52$, $SD = 1.232$) and it was lined in range of low qualification suggested by

Wilmar Schaufeli & Arnold Bakker (2004). Employees scored low on dedication weekly attached with their work because they felt their work as not meaningful, inspiring and challenging. Besides, they do not often feel enthusiastic and proud about their work. They do not show much inclination towards their work because they do not experience to be meaningful, inspiring or challenging.

The second employee engagement dimension in mean score was vigor ($M = 2.43$, $SD=1.212$) and it was found in the low qualification suggested by Wilmar Schaufeli & Arnold Bakker (2004). Employees scored low on vigor dimension usually do not have much energy, zest and stamina when working. Employees in this category also lack physical strength, emotional energy and cognitive liveliness.

Absorption was the third employee engagement dimension having mean score ($M = 2.23$, $SD=1.281$) and it was found in the low qualification suggested by Wilmar Schaufeli & Arnold Bakker (2004). Employees scored low on absorption feel that they usually do not experience difficulties in detaching themselves from their work, do not happily engrossed and immersed in their work and they are not happy for working intensely. They do not feel immersed at their work and they do not get carried away while working. Those who score low on absorption generally do not feel engrossed or immersed in their work; they lack concentration on their job.

On ground of this measurement, one can hint that employees of Radisson Blu were working in low level of vigor, dedication and absorption. The mean score of all engagement dimensions are in a close proximity and rated themselves as having relatively higher level of dedication than other engagement dimensions. In general according to the Schaufeli & Bakker (2004) category Radisson Blu employees are found to have low vigor, dedication and absorption at their work. As a matter of fact, all the dimensions of leadership are in low category of effectiveness.

Statistical norms were established for the UWES. It was decided to use five categories: 'very low', 'low', 'average', 'high', and 'very high'. The range of these five categories is shown below.

Table-9: Norm scores for the UWES-17

Qualification	Vigor	Absorption	Dedication
Very Low	≤ 2.17	≤ 1.60	≤ 1.60
Low	2.18- 3.20	1.61 - 2.75	1.61 -3.00
Average	4.81-5.60	2.76- 4.40	3.01-4.90
High	4.81-5.60	4.41 – 5.35	4.9-5.79
very high	≥ 5.61	≥ 5.36	≥ 5.80

Source: Utrecht Work Engagement Scale(UWES) Manual by Wilmar Schaufeli & Arnold Bakker (2004).

4.6 Correlation Analysis

In this section, correlation analysis conducted in the light of each research questions is mentioned. The relationship between leadership styles and employee engagement was investigated using two-tailed Pearson correlation analysis. This provided correlation coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of this relationship's significance. These findings are presented below.

Table-10 Effect size determination score of correlation results

Range for r	R	Strength
0 -.19	(0 to 4%)	Very weak
0.20 -.39	(4 to 16%)	Weak
0.40 -.59	(16 to 36%)	Moderate
0.60 -.79	(36 to 64%)	stronger
0.80 –1.00	(64 to 100%)	Very strong

4.6.1 Correlations between Transformational Leadership Style and Employee Engagement Dimensions.

What is the relationship between Transformational leadership style and each of the employee engagement variables (vigor, dedication and absorption) in Radisson Blu Hotel Addis Ababa?

As it is seen from the results in table-11, relationship between transformational leadership and employee vigor was very strong and have a positive correlation coefficient ($r=0.944^{**}$) and with p-value 0.00 which is less than .01. This indicates that there was statistically significant relation between transformational leadership style and employee absorption as perceived by the employees of Radisson Blu Hotel. Leadership practices of leaders of Radisson Blu have a significant effect on the employees' vigor for their work.

As it is seen in results table-11 the relationship between transformational leadership style and employee dedication was very strong and has a positive correlation coefficient ($r =.934^{**}$) with p-value 0.00 which is less than .01. This indicates that there was statically significant relation between transformational leadership style and employee dedication as perceived by employees of Radisson Blu. This suggests that the transformational leadership practice of leaders at Radisson Blu have significant effect on the employees' dedication for their work.

As it is seen the results in table-11 transformational leadership has a very strong relationship with employees work absorption. It has also a positive correlation coefficient($r=0.990$) with p-value 0.00 which is less than 0.01. This indicates that there was statically significant relation between transformational leadership style and employee absorption as perceived by the employees of organization.

To summarize, the findings of the Pearson's correlation coefficient revealed that there was statically meaningful relationship between overall transformational leadership styles and all employee engagement dimensions. These results indicated that the frequent use of transformational leadership style might lead to engagement of employees in Radisson Blu Hotel Addis Ababa. Transformational leaders move followers beyond their self-interest for the great good of the organization by creating a blame-free environment and building trust in leadership to enable employee engagement (Xirasager,2008). This type of leadership style has the power to engage employees to use their utmost potential for the achievement of organizational goals.

Table 11 Pearson correlation matrix between Transformational Leadership Style and Employee Engagement dimensions.

		Transfor mational	Vigor	Dedication	Absorption
Transformational	Pearson Correlation	1	.944**	.934**	.990**
	Sig.(2-tailed)		.000	.000	.000
	N	83	83	83	83
Vigor	Pearson Correlation	.944**	1	.969**	.948**
	Sig.(2-tailed)	.000		.000	.000
	N	83	83	83	83
Dedication	Pearson Correlation	.934**	.969**	1	.937**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Absorption	Pearson Correlation	.990**	.948**	.937**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).					

4.6.2 Correlations between Transactional Leadership Style and Employee Engagement Dimensions

What is the relationship between the transactional leadership style and each of the employee engagement variables (vigor, dedication and absorption) in Radisson Blu Hotel Addis Ababa?

As depicted from table-12, the relationship between transactional Leadership Style and employee vigor was very strong and expressive having a positive correlation coefficient ($r = .943$) and with p-value 0.00 which is less than .01. This indicates that there was statically significant relation between transactional leadership style and employee absorption as perceived by the employees of the organization. This shows that the transactional leadership style practice of leaders have significant effect on the employees' vigor for their work.

As it is portrayed in table-12, the relationship transactional Leadership Style and employee

dedication was very strong and significant having a positive correlation coefficient ($r=.948$) and with p-value 0 .00 which is less than 0.01. This indicates that there was statistically significant relation between transactional Leadership Style and employee dedication as perceived by the employees. This shows that the transactional Leadership Style practice of leaders of have significant effect on the employees' dedication for their work.

As it is seen the results in table-12, the relationship between transactional Leadership Style and employee absorption is very strong and significant having a positive correlation coefficient ($r=.974$) and with p-value .001 which is less than .01. This indicates that there was statically significant relation between transactional Leadership Style and employee absorption as perceived by the employees of the hotel. This shows that the transactional leadership style practice of leaders have significant effect on the employees' absorption.

In general the finding of the Pearson's correlation coefficient revealed there was statistically expressive relationship between overall transactional Leadership Style to all employee engagement variables-absorption, dedication and vigor. This infers that there was very strong, statistically meaningful and positive relationship between transactional leadership style and vigor, dedication and absorption of employees. These results denoted that frequent use of transactional leadership style lead to engagement of employees in the hotel. Transactional leadership builds upon giving rewards or compensations for successful fulfilling of the work tasks within a set up contract or agreement between the leader and the employees (Avolio& Bass, 2004).In spite of the fact that transactional leadership style will not give long lasting engagement, it can help to realize the short term objectives of the organization by giving necessary rewards for the top achievers and coercive action for poor performers.

Table 12: Pearson correlation matrix between transactional Leadership Style and employee engagement dimensions

		Transactional	Vigor	Dedication	Absorption
Transactional	Pearson Correlation	1	.943 ^{**}	.948 ^{**}	.974 ^{**}
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
Vigor	Pearson Correlation	.943 ^{**}	1	.969 ^{**}	.948 ^{**}
	Sig. (2-tailed)	.000		.000	.00
	N	83	83	83	83
Dedication	Pearson Correlation	.948 ^{**}	.969 ^{**}	1	.937 ^{**}
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Absorption	Pearson Correlation	.974 ^{**}	.948 ^{**}	.937 ^{**}	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).					

4.6.3 Correlations between Laissez-Faire Leadership Style and Employee Engagement Dimensions

What is the relationship between the Laissez-Faire leadership style and each of the employee engagement variables (vigor, dedication and absorption) in Radisson Blu Hotel Addis Ababa?

As per the illustration in table-13, the relationship between Laissez-Faire leadership style and employee vigor was very strong and significant having a negative correlation coefficient ($r = -0.744$) and with p-value 0.00 which is less than .01. This indicates that there was statically meaningful relation between Laissez-Faire leadership Style and employee dedication as perceived by respondents. This shows that the Laissez-Faire leadership style practice of leaders have significant and negative effect on the employees' work vigor.

As per the illustration in table-13, the relationship between Laissez-Faire leadership style and employee dedication was very strong and significant having a negative correlation coefficient ($r = -0.727$) and with p-value 0.00 which is less than .01. This indicates that there was statistically significant relation between Laissez-Faire leadership Style and employee dedication as perceived by respondents. This shows that the Laissez-Faire leadership style practice of leaders have significant and negative effect on the employees' work dedication.

As per the illustration in table-13, the relationship between Laissez-Faire leadership style and employee absorption was very strong and insignificant having a negative correlation coefficient ($r = -0.794$) and with p-value 0.00 which is less than .01. This indicates that there was statistically significant relation between Laissez-Faire leadership Style and employee dedication as perceived by respondents. This shows that the Laissez-Faire leadership style practice of leaders have significant but negative effect on the employees' work absorption. According to Hamidifar (2009) laissez-faire leadership is passive type of leadership style. There is no any type of mutual exchange or relationship between followers or leaders. Besides, it demonstrates a type of leadership style which is none transactional in which there is no on time and immediate decisions to be made, action have delay, the responsibilities of leadership all are ignored and there is a misused authority. As far as there is no interaction and communication between employees and leaders, employees will not respect their manager or leader. Employee engagement will be lower by non-decisive and reckless leaders.

To summarize the relationship between leadership styles and employee engagement dimensions, there is very strong correlation between transformational leadership and engagement. And also transactional leadership has a very strong correlation with employee engagement, but there is a negatively strong correlation between laissez faire leadership style and employee engagement.

Table 13: Pearson correlation matrix between laissez-faire Leadership Style and employee engagement dimensions

		Laissez-Faire Leadership	Vigor	Dedication	Absorption
Laissez-Faire Leadership	Pearson Correlation	1	.744**	.727**	.794**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
Vigor	Pearson Correlation	.744**	1	.969**	.948**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
Dedication	Pearson Correlation	.727**	.969**	1	.937**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Absorption	Pearson Correlation	.794**	.948**	.937**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83

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

Chapter Five

Summary, Conclusions, and Recommendations.

This chapter discusses in summary of major findings, conclusions and recommendation of the study. Principally, the research was aimed at examining the relationship that may exist between leadership styles and employees' engagement at Radisson Blu Hotel, Addis Ababa. As a result, the study was undertaken to answer the following core questions.

1. What is the dominant leadership style of leaders identified by employees of The Hotel?
2. What is the engagement level of employees'?
3. What is the relationship between leadership styles and employee engagement?

The discussion was made based on the review of related literature, results of statistical analysis and discussions of findings from chapter four. It commences with summary of the findings of the study and proceeded by conclusions and recommendations.

5.1 Summary of the Findings

So as to address the research questions, questionnaires were administered to gather information. MLQ and UWES were used to measure leadership styles and employees engagement respectively. All the questionnaires distributed were properly filled and returned. A total of 103 questionnaires were distributed to the respondents and as a matter of chance all were filled and returned properly.

Descriptive statistics and one of the inferential statistics methods Pearson correlation analysis were used to analyze the data. In order to achieve the objectives of this research, MLQ instrument was considered to be reliable measure of transformational leadership, transactional leadership and laissez-faire leaderships. UWES instrument was also considered to be reliable measure of vigor, dedication and absorption.

From the descriptive statistics result most leaders were male, having first degree and their age range was between 31 and 45 years. From the employees' perspective, male numbers were slightly higher than females. Besides this, about 70% of employees were in diploma or high

school completed level and few had masters.

From the outcome of descriptive statistics, leaders' perception about their leadership style was transformational. The overall mean value of transformational leadership was slightly higher than the overall mean value of transactional leadership style .But the mean value of laissez faire leadership style was zero and the very least score of all leadership styles. When we see the mean score of all the dimensions of leadership style, contingent reward, management by exception active accounts the highest followed by inspirational motivation but management by exception-passive has the least mean score which contributed negatively to lower the overall mean score of transactional leadership style .

With regard to employees perception about their leaders (others-rating), they rated leaders were exhibiting transformational leadership style but not in the effective level. This perception is similar to the perception of leaders about their leadership style. Both employees and leaders perceived that the leadership style of the hotel is more transformational. The mean score of leaders and employees perception about transformational leadership style were in close proximity but this was slightly greater than transactional leadership styles. In both leaders and employees perceptions, the leadership style in the hotel is less laissez faire which is in the recommended level of effectiveness.

As far as the data is concerned, the engagement level of respondents were between the range of the low statistical norms established by Willmar ,Schaufeli & Arnold Bakker (2004).All the dimensions of engagement like vigor, dedication and absorption lied on the low range as perceived by employees themselves. This clearly indicated that employees in the hotel are not engaged to the effective level. This did not mean that employees of the hotel are not total disengaged but this research indicated that their engagement level is in the range of low effectiveness recommended by researchers.

5.2 Conclusions

The main aim of this study was to examine the relationship between leadership styles and employees engagement at Radisson Blu Hotel. Based on the major findings of the study, the following conclusions were drawn.

Leaders did not show the ideal level of transformational and transactional leadership styles recommended by scientists. From this, it is possible to conclude that effective transformational and transactional leadership behaviors are not practiced at Radisson Blu Hotel, Addis Ababa. But the practice of laissez faire leadership style is in the range of effectiveness. Based on the descriptive data analysis; leaders demonstrated greater level of transformational and transactional leadership behavior at Radisson Blu. Therefore, it can be concluded that transformational leadership style was the dominant leadership style at Radisson Blu. This conclusion was based on the mean value of transformational leadership style which was higher than other leadership styles. In spite of the fact that this leadership style is the dominant style; its mean value is not in the range of effectiveness recommended by scientific researchers. This clearly indicates that transformational leadership style practiced by the hotel leaders cannot boost the engagement level of employees to the higher level possible. There was low level of employees' engagement in Radisson Blu. The researcher can conclude that, the employees of the hotel are not engaged to the desired level.

Regarding the comparison between leaders and employees, there were not major differences between leaders and employees perception about the leadership styles exercised at the hotel. It is possible to conclude that the leadership behaviors which were exercised by leaders and the leadership behaviors which were perceived by employees were more or less similar. That was more of transformational in style.

Pearson correlation analysis was used to investigate the relationship between independent and dependent variables. Transformational leadership behavior had a positive and very strong relationship with vigor, dedication and absorption at Radisson Blu Hotel Addis Ababa. Hence, it is possible to conclude that transformational leaders, who practice transformational leadership, have an effect on their employees in terms of their work engagement (vigor, dedication and absorption) at Radisson Blu Hotel Addis Ababa. But its effect is not leading employees to the desired level of engagement.

According to the results, there is a positive and very strong relationship between transactional leadership style and employee engagement dimensions vigor, dedication and absorption at Radisson Blu Hotel. That means whenever there is an increase in effectiveness of transactional behavior there is a meaningful increase in employees' level of engagement.

Laissez-faire leadership behaviors had a strong negative relationship with employees engagement dimensions vigor, dedication and absorption at Radisson Blu. But this relationship has a strong meaningful effect i.e. as the laissez faire behavior of leaders increase there is a decrement in engagement level of employees'. It is possible to conclude that laissez-faire leadership behaviors had negative effect on the advancement and improvement of employee's engagement at Radisson Blu Hotel Addis Ababa.

5.3 Recommendations

Based on the major findings of the study and the conclusion drawn, the following recommendations are given so as to strengthen the positive aspects of leaders of Radisson Blu in connection with the leadership styles they practiced.

It is very important that the dominant leadership styles of leaders at Radisson Blu were more of transformational. As the researcher realized on the mean score, it is below the ideal effectiveness level. In order that leaders of the hotel have to work more by implementing the effective leadership styles depending on situations, this means that there is no single effective leadership style. As per the data analysis leaders are implementing both transformational and transactional leadership styles though the degree of transformational is slightly higher than transactional. But laissez faire leadership has a negative effect on employee engagement level of the organization.

Even though the aspiration obtained from implementation of transformational leadership style is long lived when we compared with transactional leadership style. In fact the benefit of transactional leadership style especially contingent reward and management by exception – active must not be neglected. As the service industry is very sensitive the managers has to use the techniques of management by exception–active. The leaders have to actively monitor the performance of employees before deviations from standard occur.

The Hotel management has to effectively implement an idea of empowering women in leadership which is one of the mottos of Radisson Blu Hotel worldwide. But in Radisson Blu Hotel Addis Ababa the number of women in leadership position is much smaller than male counterparts.

As educationally qualified staffs are the key element for business success, Radisson Blu hotel management has to encourage its employees to advance their education level by making flexible schedules, sponsoring staffs having financial constraints and giving value for educated staff of the hotel.

5.4 Delimitations and Future Suggestions

This study had its share of delimitation in the sampling frame which only considered one hotel and therefore the results were not generalized to the whole Radisson Blu Hotel worldwide and other hotels found in Ethiopia. Therefore, any term found in this study was interpreted in relation to the leadership styles and employee engagement in this hotel only. It will be better for future researchers to consider other hotels and organizations in their study.

Apart from this, the researcher could not include other factors those affect engagement like salary, government regulations, personal interest of employees' working in hotel industry and the likes apart from leadership styles. Future researcher can widen the scope of their research by considering these variables in their research.

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Appendices

Appendix A

Multifactor Leadership Questionnaire the form MLQ-5X

Expressive statements (Items)	0	1	2	3	4
Expressive statements on Idealized-Attributes	Not at all	Once in a while	Some times	Fairly often	Frequently ,if not always
Acts in ways that builds my respect					
Displays a sense of power and confidence					
Goes beyond self-interest for the good of the group					
Instills pride in me for being associated with him/her					
Expressive statements on Idealized- behavior					
Considers the moral and ethical consequences of decisions					
Emphasizes the importance of having a collective sense of mission					
Specifies the importance of having a strong sense of purpose					
Talks about their most important values and beliefs					
Expressive statements on IS					
Gets me to look at problems from many different angles					
Re-examines critical assumptions to question whether they are appropriate					
Seeks differing perspectives when solving problems					
Suggests new ways of looking at how to complete assignments					
Expressive statements on IM					
Articulates a compelling vision of the future					
Expresses confidence that goals will be					

achieved					
Talks enthusiastically about what needs to be accomplished					
Talks optimistically about the future					
Expressive statements on IC					
Considers me as having different needs, abilities, and aspirations from others					
Helps me to develop my strengths					
Spends time teaching and coaching					
Treats me as an individual rather than just as a member of a group					
Expressive statements on CR					
Discusses in specific terms who is responsible for achieving performance targets					
Expresses satisfaction when I meet expectations					
Makes clear what one can expect to receive when performance goals are achieved					
Provides me with assistance in exchange for my efforts					
Expressive statements on MBE(A)					
Concentrates his/her full attention on dealing with mistakes, complaints, and failures					
Directs my attention toward failures to meet standards					
Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
Keeps tracks of all mistakes					
Expressive statements on MBE(P)					
Demonstrates that problems must become chronic before taking action					
Fails to interfere until problems become					

serious					
Shows that he/she is a firm believer in "If it isn't broke, don't fix it."					
Waits for things to go wrong before taking action					
Expressive statements on LF					
Avoids getting involved when important issues arise					
Avoids making decisions					
Delays responding to urgent questions					
Is absent when needed					

Bernad M. Bass and Bruce J. Avolio(1995)

Appendix B
MLQ Filled by Leaders of The Hotel
Addis Ababa University
College of Business and Economics
School of Commerce

Name of the student: Zerfu Ertiban

Address: email, zerfue@gmail.com Tel: +251938309660

I am graduating class of 2018 at Addis Ababa University and studying Master of Arts in Human Resource Management. This questionnaire is prepared to collect data on “The Relationship between Leadership Styles and Employee Engagement in Radisson Blu Hotel Addis Ababa. Whatever information you give me is strictly confidential and could be used for academic purpose only. The success of this study depends on your contribution to give accurate data.

The questionnaire has two parts.

Part One deals about demographic characteristics, whereas Part Two deals with the behaviors of the three leadership styles(Transformational, Transactional and Laissez-faire).

I would like to thank you in advance for your co-operation.

Part one: Demographic Characteristics

1.Gender : Male Female

2.Age Group: 18-30 years 31-45 years 46-55 years Above 55 years

3.Educational level

High school completed

Degree

Diploma

Masters or above

4.Level of service years in Current Organization

Less than 2 years

2- 5 years

Above 5 years

5. Marital Status. Married Single

Part Two: Multifactor Leadership Questionnaire on the three leadership styles(self-rating questionnaire).

This questionnaire is used to describe the leadership style of leaders’ in current leadership positions. Please read each statement carefully and mark “X” on the number that corresponds with how frequently each statement fits to describe your perception about your leadership style on current position you have been holding.

I would like to thank you in advance for your co-operation.

Five points rating scale				
Not at all	Once in a while	Sometimes	fairly	Frequently, if not always
0	1	2	3	4

Expressive statements(Items)	0	1	2	3	4
I act in ways that build others’ respect for me					
I am absent when needed					
I articulate a compelling vision of the future					
I avoid getting involved when important issues arise					
I avoid making decisions					
I concentrates my full attention on dealing with mistakes, complaints, and failures					
I consider an individual as having different needs, abilities, and aspirations from others					
I consider the moral and ethical consequences of decisions					
I delay responding to urgent questions					
I demonstrate that problems must become chronic before taking action					
I direct my attention toward failures to meet standards					
I discuss in specific terms who is responsible for achieving performance targets					
I display a sense of power and confidence					
I emphasize the importance of having a collective sense of mission					
I express confidence that goals will be achieved					
I express satisfaction when they meet expectations					

I fail to interfere until problems become serious					
I focus attention on irregularities, mistakes, exceptions, and deviations from standards					
I get to look at problems from many different angles					
I go beyond self-interest for the good of the group					
I help them to develop strengths					
I instill pride in others for being associated with me					
I keep track of all mistakes					
I make clear what one can expect to receive when performance goals are achieved					
I provide others with assistance in exchange for my efforts					
I re-examine critical assumptions to question whether they are appropriate					
I seek different perspectives when solving problems					
I show that I am a firm believer in "If it isn't broke, don't fix it."					
I specify the importance of having a strong sense of purpose					
I spend time teaching and coaching					
I suggest new ways of looking at how to complete assignments					
I talk about my most important values and beliefs					
I talk enthusiastically about what needs to be accomplished					
I talk optimistically about the future					
I treat others as an individual rather than just as a member of a group					
I wait for things to go wrong before taking action					

Appendix C UWES

Expressive statements (Items)	Scale and corresponding value assigned				
	Not at all	Once in a while	Someti mes	Fairly often	Frequently, if not always
Expressive statements on vigor		1	2	3	4
At my job, I am very resilient, mentally					
At my job, I feel strong and vigorous					
At my work I always persevere, even when things do not go well					
At my work, I feel bursting with energy					
I can continue working for very long periods at a time					
When I get up in the morning, I feel like going to work					
Expressive statements on Dedication					
I am enthusiastic about my job of					
I am proud on the work that I do					
I find the work that I do full of meaning and purpose					
My job inspires me					
To me, my job is challenging					
Expressive statements on Absorption					
I am immersed in my work					
I feel happy when I am working intensely					
I get carried away when I'm working					
It is difficult to detach myself from my job					
Time flies when I'm working					
When I am working, I forget everything else around me					

Schaufeli & Bakker, 2003

Appendix D

MLQ and UWE Questionnaire Filled by Employees of The Hotel

Addis Ababa University

College of Business and Economics

School of Commerce

Name of the student: Zerfu Ertiban

Address: email, zerfue@gmail.com Tel: +251938309660

I am graduating class of 2018 at Addis Ababa University and studying Master of Arts in Human Resource Management. This questionnaire is prepared to collect data on “The Relationship between Leadership Styles and Employee Engagement in Radisson Blu Hotel Addis Ababa. Whatever information you give me is strictly confidential and could be used for academic purpose only. The success of this study depends on your contribution to give accurate data.

The questionnaire has three parts.

Part One deals about demographic characteristics, whereas **Part Two** deals with the behaviors of the three leadership styles (Transformational, Transactional and Laissez-faire) and **Part Three** deals about the engagement level of employees (Vigor, Dedication and Absorption).

Part one: Demographic Characteristics

1. Gender Male Female

2. Age Group

18-30 years 31-45 years 46-55 years Above 55 years

3. Educational level

High school completed Degree

Diploma Masters or above

4. Level of service years in Current Organization

Less than 2 years 2- 5 years Above 5 years

5. Marital Status. Married Single

Part Two: Questionnaire on the three Leadership styles as Perceived by Employees (others-rating questionnaire)

This questionnaire is used to describe the leadership style of your leaders in their current position. Please read each statement carefully and mark “X” on the number that corresponds with how you perceive your leaders by their leadership style while you are working in current work position or the most recent work you carried out.

I would like to thank you in advance for your co-operation.

Five points rating scale				
Not at al	Once in a while	Sometimes	Fairly	Frequently , if not always
0	1	2	3	4

Expressive statements(Items)	0	1	2	3	4
He/She acts in ways that builds others’ respect for me					
He/She articulates a compelling vision of the future					
He/She avoids getting involved when important issues arise					
He/She avoids making decisions					
He/she concentrates his/her full attention on dealing with mistakes, complaints, and failures					
He/she considers others as having different needs, abilities and aspirations from others					
He/She considers the moral and ethical consequences of decisions					
He/She delays responding to urgent questions					
He/she demonstrates that problems must become chronic before taking action					
He/She directs others attention toward failures to meet standards					
He/She discusses in specific terms who is responsible for achieving performance targets					
He/She displays a sense of power and confidence					
He/She emphasizes the importance of having a collective sense of mission					
He/She expresses confidence that goals will be achieved					
He/She expresses satisfaction when I meet expectations					
He/She fails to interfere until problems become serious					

He/She focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
He/She gets me to look at problems from many different angles					
He/She goes beyond self-interest for the good of the group					
He/She helps me to develop my strengths					
He/She instills pride in me for being associated with him/her					
He/She is absent when needed					
He/She keeps track of all mistakes					
He/She makes clear what one can expect to receive when performance goals are achieved					
He/She provides me with assistance in exchange for my efforts					
He/She re-examines critical assumptions to question whether they are appropriate					
He/She seeks differing perspectives when solving problems					
He/she shows that he/she is a firm believer in "If it isn't broke, don't fix it."					
He/She specifies the importance of having a strong sense of purpose					
He/She spends time teaching and coaching					
He/She suggests new ways of looking at how to complete assignments					
He/She talks about their most important values and beliefs					
He/She talks enthusiastically about what needs to be accomplished					
He/She talks optimistically about the future					
He/She treats me as an individual rather than just as a member of a group					
He/She waits for things to go wrong before taking action					

Part Three: Questionnaire on Employee Engagement level (Self-rating questionnaire)

This questionnaire is used to describe the work Engagement Level of Employees in the current work position. Please read each statement carefully and mark “X” on the number that corresponds with how frequently each statement fits to describe your perception about your Engagement level while working in your current work position or recent work position.

Five points rating scale				
Not at all	Once in a while	Sometimes	Fairly	Frequently, if not always
0	1	2	3	4

Expressive statements (items)	0	1	2	3	4
At my job, I am very resilient, mentally					
At my job, I feel strong and vigorous					
At my work I always persevere, even when things do not go well					
At my work, I feel bursting with energy					
I can continue working for very long periods at a time					
When I get up in the morning, I feel like going to work					
I am enthusiastic about my job					
I am proud on the work that I do					
I find the work that I do full of meaning and purpose					
My job inspires me					
To me, my job is challenging					
I am immersed in my work					
I feel happy when I am working intensely					
I get carried away when I'm working					
It is difficult to detach myself from my job					
Time flies when I'm working					
When I am working, I forget everything else around me					

Appendix E :

Leaders perception about their leadership styles(self-rating)

Descriptive Statistics					
	N	Mini mum	Maxi mum	Mean	Std. Deviation
Idealized Influence (Attribute)	20	1	4	2.55	.826
Idealized Influence(Behavior)	20	1	3	2.30	.657
Intellectual Stimulation	20	1	4	2.55	.826
Individualized Consideration	20	2	4	2.60	.681
Inspirational Motivation	20	1	4	2.70	.801
Transformational Leadership	20	1	4	2.55	.759
Contingent Reward	20	3	4	3.65	.489
Management By Exception -Active	20	2	4	3.15	.671
Management By Exception -Passive	20	0	1	.25	.444
Transactional Leadership	20	0	4	2.30	1.625
Laissez-Faire Leadership	20	0	0	.00	.000
Valid N (list wise)	20				

Appendix F:

The mean value of Employees' perception about the leadership styles of their leaders (others rating)

	N	Minimum	Maximum	Mean	Std. Deviation
Idealized Influence (Attribute)	83	0	4	2.14	1.345
Idealized Influence(Behavior)	83	0	4	2.16	1.311
Intellectual Stimulation	83	0	4	2.18	1.251
Inspirational Motivation	83	0	4	2.40	1.189
Individualized Consideration	83	0	4	2.16	1.375
Transformational Leadership	83	0	4	2.19	1.302
Contingent Reward	83	0	4	2.58	1.191
Management By Exception -Active	83	0	4	2.41	1.362
Management By Exception -Passive	83	0	4	1.84	1.384
Transactional Leadership	83	0	4	2.28	1.355
Laissez-Faire Leadership	83	0	3	.51	.592
Valid N (list wise)	83				

Appendix G:

The Pearson Correlation Matrix of Transformational Leadership style and employee's engagement

		Transformational Leadership	Vigor	Dedication	Absorption
Transformational Leadership	Pearson Correlation	1	.944**	.934**	.990**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
Vigor	Pearson Correlation	.944**	1	.969**	.948**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
Dedication	Pearson Correlation	.934**	.969**	1	.937**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Absorption	Pearson Correlation	.990**	.948**	.937**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).					

Appendix H:

The Pearson Correlation Matrix of Transactional Leadership style and employee's engagement

		Transactional Leadership	Vigor	Dedication	Absorption
Transactional Leadership	Pearson Correlation	1	.943**	.948**	.974**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
Vigor	Pearson Correlation	.943**	1	.969**	.948**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
Dedication	Pearson Correlation	.948**	.969**	1	.937**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Absorption	Pearson Correlation	.974**	.948**	.937**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).					

Appendix I:

The Pearson Correlation Matrix of Laissez-Faire Leadership style and employees

		Laissez-Faire Leadership	Vigor	Dedication	Absorption
Laissez-Faire Leadership	Pearson Correlation	1	.744**	.727**	.794**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
Vigor	Pearson Correlation	.744**	1	.969**	.948**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
Dedication	Pearson Correlation	.727**	.969**	1	.937**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
Absorption	Pearson Correlation	.794**	.948**	.937**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).					