



# **THE ROLE OF LEADERSHIP STYLE ON EMPLOYEE ENGAGEMENT: THE CASE OF DASHEN BANK S.C.**

**Thesis Submitted to Addis Ababa University School of Commerce for Partial  
Fulfillment of the Requirements of the Degree of Master in Business Leadership**

By: Yohannes Wossenu

Advisor : Tekelegiorgis Assefa (PhD)

**Addis Ababa University School of Commerce**

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**Addis Ababa**

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## Declaration

I, the undersigned, declare that this study, "**The Role of Leadership Style on Employee Engagement: the case of Dashen Bank S.C.**," is my original work and has not been submitted for a degree at any other university, and that all sources of materials used for the study have been properly acknowledged.

### Declared by:

Name: Yohannes Wossenu

Signature \_\_\_\_\_

Date: \_\_\_\_\_

### Confirmed by:

Name: Teklegiorgis Assefa (PhD)

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Statement of Certificate

This is to certify that Yohannes Wossenu completed his research work on the topic of **The Role of Leadership on Employee Engagement in the case of Dashen Bank S.C.** as part of his Masters of Art in Business Leadership at Addis Ababa University School of Commerce. This research is an original work that has not been presented previously for any degree at this or any other university, and it is appropriate for submission of a Master's Degree in Business Leadership.

**Advisor: Tekelgiorgis Assefa (Phd)**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE**

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ENGAGEMENT: THE CASE OF DASHEN BANK S.C.**

**By: Yohannes Wossenu Gurmu**

**Approved by;**

**Board of Examiners;**

Internal Examiner Dr. Getie Andualem Signature *getand* Date 04/07/2023

External Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Advisor \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

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## Table of Contents

Declaration .....	i
Statement of Certificate.....	ii
Acknowledgements.....	iv
Table of Contents.....	v
List of Tables.....	ix
List of Figures.....	x
Acronyms.....	xi
Abstract.....	xii
CHAPTER ONE .....	1
1. INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Background of the Organization.....	3
1.3. Problem Statement.....	4
1.4. Research Questions .....	6
1.5. Objective of the Study .....	6
1.5.1. General Objective of the Study.....	6
1.5.2. Specific Objectives of the Study.....	6
1.6. Significance of the Study.....	7
1.7. Scope of the Study .....	7
1.8. Limitations of the Study.....	8
1.9. Organization of the Study .....	8

CHAPTER TWO .....	9
2. RELATED LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2. Theoretical Review.....	9
2.2.1. Leadership Concept.....	9
2.2.1.1. Leadership Defination.....	10
2.2.1.2. Leadership Theories .....	11
2.2.1.2.1. Great Man Theory.....	13
2.2.1.2.2. Traits Theory.....	13
2.2.1.2.3. Behavioral Theory.....	13
2.2.1.2.4. Contingency/Situational Theory.....	14
2.2.1.2.5. Leader-Member-Exchange (LMX Theory) .....	14
2.2.1.2.6. Transactional and Transformational Leadership Theory.....	15
2.2.1.3. Leadership Styles.....	15
2.2.1.3.1. Authoritarian Leadership.....	16
2.2.1.3.2. Servant Leadership.....	16
2.2.1.3.3. Democratic Leadership.....	17
2.2.1.3.4. Transformational Leadership.....	17
2.2.1.3.5. Transactional Leadership.....	18
2.2.2. Employee Engagement Concept.....	20
2.2.2.1. Definitions of Engagement.....	21
2.2.2.2. Dimensions of Employee Engagement.....	22
2.2.2.3. Categories of Employee Engagement.....	23
2.2.2.4. Benefits of Employee Engagement.....	24
2.2.3. Employee Engagement and Leadership Styles.....	25

2.2.3.1. Transformational Leadership & Engagement.....	27
2.2.3.2. Transactional Leadership & Engagement.....	27
2.2.3.3. Authoritarian Leadership & Engagement.....	28
2.3. Empirical Review of Related Studies.....	29
2.4. Hypothesis of the Study.....	31
2.5. Conceptual Framework of the Study.....	31
CHAPTER THREE.....	32
3. RESEARCH METHODOLOGY .....	32
3.1. Introduction .....	32
3.2. Research Approach .....	32
3.3. Research Design.....	32
3.4. Population and Sampling Design .....	33
3.4.1. Population of the Study .....	33
3.4.2. Sampling Methods.....	33
3.4.3. Sample Size .....	34
3.5. Data Collection.....	35
3.5.1. Source of Data.....	35
3.5.2. Data collection technique and process.....	35
3.6. Data Analysis and Presentation Method .....	34
3.7. Reliability and Validity of the Study.....	36
3.8. Ethical Considerations.....	38
CHAPTER FOUR .....	39
4. DATA ANALYSIS AND RESULT PRESENTATIONS.....	39
4.1. Introduction .....	39

4.2. Response Rate.....	39
4.3. Respondents’ Demographic Observations.....	39
4.4. Descriptive Statistics on Dependent and Independent Variables .....	42
4.4.1. Descriptive Analysis of Leadership Styles (Independent Variable).....	42
4.4.1.1 Transformational Leadership Style .....	43
4.4.1.2. Transactional Leadership Style.....	44
4.4.1.3. Autocratic Leadership Style.....	45
4.4.2. Descriptive Analysis of Employees Engagement (dependent Variable).....	46
4.4.3. Summary of Descriptive Statistics on Dependent & Independent Variables...	47
4.5. Correlation Analysis.....	48
4.6. Multiple Regression Assumptions .....	49
4.7. Discussion of the Results and Hypothesis Testing .....	55
CHAPTER FIVE .....	58
5. SUMMARY OF MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS ...	58
5.1. Introduction .....	58
5.2. Summary of Main Findings of the Study.....	58
5.3. Conclusions.....	60
5.4. Recommendations.....	62
5.5. Suggestion for Future Research Studies.....	63
REFERENCES.....	64
APPENDICES .....	74
I. Questionnaire .....	72
II. Tables .....	78
III. Charts.....	79

## **List of Tables**

Table 1. 1: From ‘Great Man’ to ‘Transformational’ Leadership.....	11
Table 3. 1: Sample Size Determination.....	33
Table 3. 2: Cronbach’s Alpha Coefficients (Reliability Statistics).....	36
Table 4. 1: Gender profile of respondents'.....	39
Table 4. 2: Respondents profile by Age.....	39
Table 4. 3: Respondents Education status.....	40
Table 4. 4: Profile of Respondents Based on Years o.....	40
Table 4. 5: Descriptive Statistics of Transformational Leadership Style .....	42
Table 4. 6: Descriptive Statistics of Transactional Leadership Style .....	43
Table 4. 7: Descriptive Statistics of Autocratic Leadership Style.....	44
Table 4. 8: Descriptive Statistics of Engagement.....	45
Table 4. 9: Summary of Descriptive Statistics on Dependent & Independent Variables.....	46
Table 4. 10: Correlation of Dependent and Independent Variables.....	47
Table 4. 11: Test of Normality .....	49
Table 4. 12: Non-multicollinearity Test.....	50
Table 4. 13: Model Summary.....	52
Table 4. 14: ANOVA .....	53
Table 4. 15: Coefficients.....	53
Table 4. 15: Summery Results and Hypothesis Testing.....	57

## **List of Figures**

Figure 2. 1: Conceptual Framework.....	20
Figure 4. 1: Linearity Test.....	41
Figure 4. 2: No Outliers Assumption Test.....	42

## ACRONYMS

ANOVA	Analysis of Variance
ALS	Autocratic Leadership Style
EE	Employee Engagement
HR	Human Resource
II	Idealized Influence
IM	Inspirational Motivation
IS	Intellectual Stimulation
MBEA	Management by Exception Active
MBEP	Management by Exception Passive
MLQ	Multifactor- Leadership-Questionnaire
DB	Dashen Bank S.C
SPSS	Statistical Packages for Social Sciences

## ***Abstract***

*Leadership style and practises are critical in this age since the business environment is constantly changing and firm rivalry is severe. The primary goal of this research was to determine the impact of leadership style on employee engagement in the case of Dashen Bank S.C. Transformational, Transactional, and Authoritarian leadership styles were explored as Independent variables in order to assess and formulate the Dependent variable, employee engagement in Dashen Bank. A sample size of 80 workers was chosen to collect the primary data needed to perform the inquiry from a 491 person target group. The respondents' perceptions of their immediate supervisor's leadership styles were investigated using a self-administered Multifactor- Leadership Questionnaire (MLQ), and their personal engagement level was assessed using the Utrecht-Work-Engagement-Rater. The raw data collected from respondents was examined using SPSS version 23.0, which included frequencies, descriptive, percentages, and other inferential statistical methods such as correlation and regression analysis to investigate the study's results. The study's findings revealed that Dashen Bank's employee engagement level is higher than average, and the most commonly exhibited leadership style in Dashen Bank, based on employee feedback is transformational leadership style, despite the fact that the three leadership styles are used in varying degrees of frequency. According to the analysis results, transformational leadership style has a favorable and significant impact on employee engagement at Dashen Bank. Transactional leadership style has also a positive impact however its influence is insignificant on Employee engagement and autocratic leadership style negatively and significantly affects employee engagement in Dashen Bank. According to the study's findings, Dashen Bank should work on more transformational leadership styles and its supervisors should employ transformational leadership techniques and practices. In the contrary, discourage autocratic leadership styles employment and practices in order to raise its workers' existing moderate engagement level and attain the overall objective of the firm.*

*Key words: leadership style & employees engagement*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

Employee engagement first appeared as a concept in management theory in the 1990s becoming widespread in management practice in the 2000s, but it remains contested (Kahn, William A, 1990). Employee engagement is influenced by leadership style. A leader who is supportive, communicative, and transparent can create a positive work environment that fosters engagement. On the other hand, a leader who is authoritarian, uncommunicative, and insensitive to employee can lead to disengagement and low morale. A leader who emphasizes the importance of employee engagement and actively works to foster it can create a company culture that values and prioritizes employee satisfaction and well-being (Kahn, 1990; May et al., 2004). Employees who are engaged are significantly more likely to continuously generate exceptional performance, and organizational leaders who can capitalize on engagement may therefore build a competitive advantage that is difficult to replicate (Macey & Schneider, 2008). Employee engagement can directly impact a company's profitability. Engaged employees are more productive, produce higher-quality work, and are more likely to provide excellent customer service, leading to increased customer loyalty (Armstrong, 2010). Engaged employees are also more likely to stay with the company long-term, reducing the costs associated with recruitment and training.

Additionally, a positive work environment can lead to reduced absenteeism and increased employee satisfaction, further contributing to a company's profitability. Engagement benefits employees inside organizations by increasing enthusiasm, adding value to the employing business, and boosting physical well-being and pleasure (Loehr, 2005).

It is important to note, however, that the key elements of employee engagement extend beyond other dimensions, such as job involvement, job satisfaction, organizational citizenship behavior, and company commitment, because it involves the active use of emotions, cognition, and behavior,

while focusing on the coordinated interaction of employees and employers working in harmony with the organization's objectives and strategies. (Andrew and Sofian, 2011).

On the other hand, Leadership style, according to (Lieli Suharti and Dendy Suliyanto, 2012), has a major impact on employee engagement. A good leadership style will leave a great impact on the employees, and the employees will be highly engaged in their work and the organization as a result of that favorable impression. The leadership style employed by organization are influenced meaningfully the excellence of performance and connections between the lead and follower (Jeremy, Coetzee and Ciliers, 2012). According to (Vidyakala K, (2014), effective leadership influences employee engagement by assisting people in performing effectively while instilling a feeling of belonging and accountability. Employee morale, retention, commitment, satisfaction, and perception may all be directly influenced by an effective leadership style. In this regard, leadership style is a useful instrument for establishing an employee engagement program in an organization and generating a sense of engagement that directs people to freely put their brain and heart into their work.

The leadership function is manifested in several styles depending on the environment and unique requirements of the organization. However, in order to match the organization's environment and hence promote employee engagement, organizations should upgrade their leaders' leadership abilities through continual relationship-oriented leadership training and development programs.

According to the Certified Institute of Personnel Development (CIPD), (2014), there are several definitions of employee engagement and that these discrepancies stem from the focus placed on different components of an employee's involvement. Employee engagement is described by Kahan (1990) as a person's passion and interest in their company and its principles. Employee engagement, according to Lee and Ok (2015), is the level of behavioral, emotional, and cognitive participation in a professional position Employee engagement, according to Handa and Gulati (2014), is related physically, intellectually, and emotionally with one's job and coworkers, revealing one's identity, ideas, and feelings with one's work position. As a result, Employee engagement may be influenced by a variety of organizational and non-organizational variables. However, among the various elements and factors, the role of leadership style has been identified as a major factor in influencing employee engagement, so this study focuses on this area of the research.

While Ethiopian banks place a high emphasis on providing great customer service, the challenge is to develop a motivated and engaged workforce to support that endeavor. Employees are critical to attaining goals, thus managers must analyze employee engagement in relation to service quality and job performance. It is vital to identify which factors most affect employee engagement in order to create an environment that promotes employee happiness and engagement (Heartfield, 2012). Organizations must devote time, money, and effort to program, processes, and aspects that will increase employee engagement.

In this study, the researcher will look at the link between Leadership Style and Employee Engagement, specifically as viewed by Dashen Bank personnel. Furthermore, it will assess employee involvement in the firm based on leadership style.

## **1.2. Back ground of the Organization**

Dashen Bank S.C. is a private organization which was established in 1995 to pursue commercial banking activities in accordance with Proclamation No. 84/1994. The bank received its license from the National Bank of Ethiopia (NBE) on September 20, 1995, and began normal commercial operations on January 1, 1996.

Dashen Bank S.C. was established with the intention of becoming "Africa's Best-in-Class Bank." Similarly, it is committed to "Providing efficient customer-centric banking services through the expertise of inspired professionals and cutting-edge technology, while creating long-term value for our stakeholders" (Dashen Bank 2018).

Dashen Bank S.C. provides different banking services such as savings, current and fixed term deposit accounts, trade financing, international banking, domestic banking, e-banking, cash transfer, and interest-free banking. Clients in its loan and advance portfolio include enterprises and individuals in industries such as agriculture, manufacturing, trade & services, building & construction, and transportation, (Dashen bank 2018/19 FY2022/23 strategic plan)

Dashen is the most well-known brand in Ethiopia's domestic banking sector, employing over 12,000 people throughout the bank's many sectors. It has around 800 branches, nine specialist Forex Bureaus, 400 ATMs, and 1,300 POS terminals spread over the country. In addition the bank introduced the first credit facility to customers in collaboration with different merchants and service providers under the motto of “DubeAle | ዱቤ አለ!” (<https://dashenbanksc.com>).

### **1.3. Problem Statement**

According to several experts, there is a strong relationship between leadership and employee engagement. Employee satisfaction and engagement is a measure of workers' contentedness with their job, whether they are satisfied with the nature of the job or supervision (Spector, 1997). The rising dynamism and volatility of the business environment has compelled businesses to rapidly update and modify their strategy in order to survive and win in their respective business sectors. Leaders have a significant role in inspiring, motivating, and engaging the organization's workers, which is the most important aspect in executing these adaptable and changing approaches. Employees, however, must be engaged in order to contribute their all efforts at good faith. According to the findings of a Harvard Business Review Analytic Services (2013) study, an increasing number of top companies are gaining a competitive advantage by implementing metrics and practices that effectively quantify and improve the impact of their employee engagement initiatives on overall business performance. Scholars say that using an effective leadership style has a major positive influence on staff performance. Among people who contributed to this point of view Mullins (2007) a leader who adopt effective leadership style enhance productivity; Lee and Ahmad (2009) the leader's style determines the morale of employees towards the positive impacts on performance; Iqbal et al (2015) organizations face poor innovation, low productivity, inability to meet performance targets as a result of lack of intervention of specific leadership style to specific situation. Employees who are engaged demonstrate qualities such as loyalty, trust, and passion to the firm. Employees that are passionate about their jobs are more creative and innovative, and they produce advances that help organizations evolve favorably over time in response to changing market conditions (Schwartz et al., 2007).

The researcher identified the following research gaps and was urged to conduct this study in order to provide supportive evidence to the bank's management team and to provide empirical data for future investigations.

- There has been no prior research on the relationship between leadership style and employee engagement at Dashen Bank.
- According to the bank's following management annual reports and earlier study references and informal discussion with some Dashen Bank's labor union members there is a general reduction in customer service quality and growing personnel turnover (Teshome, Alem ,2020; Hussien, Nebiyat ,2017;& Desalegn, Bitew 2020).
- Continued assessment and research on the role of leadership style and employee engagement is required because
  1. Banking industry is professional labor- intensive sector
  2. The banking industry is so competitive
  3. The Ethiopian government opens the market to large foreign financial institutions, which will affect employee retention.

These research gaps motivated to conduct a study on the significance of the link between leadership styles and employee engagement in the banking sector in general, and Dashen Bank S.C. in particular. and In addition it also inspired to perform this study on the influence of leadership style on employee engagement to contribute its own empirical evidence for Ethiopia's banking sector.

#### **1.4. Research Questions**

The most important leadership styles that have a positive and significant effect on job satisfaction is transformational leadership, transactional leadership and autocratic leadership styles in most

financial sector organization (Dr.Shah Md. Ahsan Habib,2020). In addition as per preliminary observations from Dashen bank's employees, the three leadership styles -Transformational, Transactional and Authoritarian leadership has significant effect on employee engagement.

The research aspires to and intends to address the following questions:

1. What is the current level of employee engagement in Dashen Bank S.C.?
2. What type of leadership style is mainly practiced in Dashen Bank S.C.?
3. What is the role of authoritarian leadership style on employee engagement at Dashen Bank S.C.?
4. What is the role of transformational leadership style on employee engagement in Dashen Bank S.C.?
5. How does transactional leadership style effect on employee engagement at Dashen Bank S.C.?

## **1.5. Objective of the Study**

### **1.5.1. General Objective of the Study**

The general objective of this study is to assess the role of leadership style on employee engagement in case of Dashen Bank S.C.

### **1.5.2. Specific Objectives of the Study**

The specific objectives of the study are:

- To assess the employee engagement level of Dashen Bank S.C.
- To assess the dominant leadership style currently practiced in Dashen Bank S.C.
- To examine the role of different Authoritarian leadership styles on employee engagement at Dashen Bank S.C.
- To examine the role of different Transformational leadership styles on employee engagement at Dashen Bank S.C.

- To examine the role of different Transactional leadership styles on employee engagement at Dashen Bank S.C.

## **1.6. Significance of the Study**

This study attempts to examine the degree of employee engagement, the link between prevalent leadership styles and employee engagement, and the effect of the same in the instance of the study organization.

After analyzing the existing leadership styles and employee engagement levels, the study has made some recommendations so that Dashen Bank S.C. concerned management team can design appropriate leadership development and training programs that help to improve the leadership skills of its management and leadership team members to the level necessary to lead its employees fully engaged in its effort to achieve the overall organizational objectives.

It may also be used as a reference for bank managers and leaders to identify and recognize that the leadership style they demonstrate to their staff can have a positive or negative influence on employee engagement and how their employees approach their work. Furthermore, it can be used as a reference for future leadership and employee engagement research studies.

## **1.7. Scope of the Study**

This study is confined to assessing the role of leadership styles on employees engagement in Dashen Bank S.C. without taking into account other potential aspects or variables that may affect employee engagement in the Dashen Bank S.C. Due to wide coverage of branches of the bank throughout the country; the geographical scope of the study is limited to branches found in the capital, Addis Ababa. Theoretical and conceptual scope is concentrated on Leadership styles and Employee engagement.

Furthermore, due to time constraints the sample frame excludes management and non-clerical personnel and focuses solely on professional personnel in order to assess whether these employees are engaged or not and to test the impact of leadership style demonstrated by their first line

supervisors and above on their engagement status. As a result, the study's findings may not be applicable to other financial institutions or organizations.

### **1.8. Limitations of the Study**

The study was focused on only the effects of three types of leadership styles (authoritarian, transformational, and transactional) on employee engagement at Dashen Bank S.C., and it was not look into other factors that influence employee engagement and organizational success in general. In addition, the research study was not include a greater number of employees from all bank branches by extending the sample size due to time constraints. In this case, the study's conclusions is more useful to its readers as a whole, as well as has provided possible factors and recommendations for the bank's future leadership plan. All other industries were excluded from the study since it was restricted to the banking business. Due to a lack of local references, the reference materials used was mostly from the Western world. The other constraint was incompatibility of the research context and the reference materials utilized to gather the essential data to carry out the investigation. Under this research the researcher is only investigated the effect of three types of leadership styles on employees' engagement at Dashen Bank while neglecting other aspects that may influence employee engagement. In addition to the three leadership styles mentioned, other forms of leadership styles may be practiced at Dashen Bank S.C. that the researcher is not included in this study.

### **1.9. Organization of the Study**

The research paper is divided into five sections. Background of the study and the problem statement, research questions, research objectives, the significance of the study, and the scope of the study has been addressed under Chapter one. The second chapter provides a survey of related literature from both conceptual and theoretical viewpoints. The third chapter includes the research methodology, research design, data collecting, research population, and research sampling methodologies. The fourth chapter is addressed data analysis and discuss the research findings and outcomes. And the final chapter, chapter five, is discussed the study results' conclusions and give the recommendations.

## **CHAPTER TWO**

### **2. LITRATURE REVIEW**

#### **2.1. Introduction**

The literature review chapter presents and analyses significant and supporting hypotheses of the study subject. The definitions and concepts of employee engagement and leadership is reviewed, the factors and variables that influence each concept is also identified, the link between the two concepts (Leadership styles & Employee engagements) from prior studies is summarized, and the study conceptual framework is also assessed.

#### **2.2 Theoretical Review**

##### **2.2.1. Leadership Concept**

For the last 20 years, the issue of leadership has been the focus of research and has progressively grown in popularity. This interest arose from the fact that leaders set directions and must persuade their followers to do duties (Gill, 1998).

Bass (1997) noted that there are about as many definitions of leadership as there are people. Individuals who have sought to define the notion of leadership. Researchers have produced a plethora of work and data that adds value to the subject of leadership study over the years. Although leadership is simply an expression that is frequently used in conversation and is frequently described by various adjectives such as good leadership, influential leadership, effective leadership, poor leadership, and bad leadership, most scholars have concluded that the concept of leadership does not have a single definition.

Leadership occurs in a range of contexts, ranging from the military to education, corporate organizations to governmental administration, and informal groupings to big formalized organizations (Bass, 1990). The purpose of this study, will focus the review on organizational leadership style more specifically Transactional and Transformational that occurs in formal organizations and is usually executed by managers.

### **2.2.1.1. Leadership Definitions**

The definition does not specify how many leaders a firm should have or if an individual's leadership impact is constant or intermittent, but rather whether the leader's influence benefits or harms the organization or its stakeholders. It basically asserts that leaders may be recognized from other members by their capacity to influence the operations of the organization in order to achieve its goals (Stogdill, R. M. (1950). According to B. J. Avolio, R. J. Reichard, S. T. Hannah, F. O. Walumbwa, and A. Chan 2009).

Leadership is a universal phenomenon that may be found in all organizations and sectors. Leadership has been described by several scholars depending on their competence and depth of knowledge in the topic. One of the most visible, yet less understood, phenomena on the world is leadership (Burns, 2010).

Leadership has been defined in a variety of ways, with the following elements seen as critical to the leadership phenomenon (Northouse, 2013).

- Leadership is a process;
- Leadership involves influence;
- Leadership existed in groups and encompasses shared objectives;

The leader of an organization will encourage a group of followers to achieve a shared goal through the process of leadership. This concept of leadership emphasizes the process, impact, groups, and shared purpose. Influence is concerned with how a leader affects his followers, who are essential to leadership. Leadership occurs in the context of a group, with the leader encouraging a group of followers to strive towards a common objective. The leaders' directed energy are utilized to shepherd a group of followers to a common goal (Northouse, et al.2013).

Leadership is the practice of persuading a group of people to work together to achieve a common objective (Wolinski, 2010). Northouse and Rowe (2007) describe leadership as the process through which an individual helps a group of others to attain a common goal. Leadership is a process of influence between a leader and his or her followers in which the leader influences, motivates, and

facilitates an organizational group's activities towards goal achievement in generally non-coercive means (Zagorsek 2004).

According to Stodgily (1974), there are as many definitions of leadership as there are persons who have attempted to define it. As a result, as we can see from scholars, the definition of leadership varies depending on their point of view and interpretation of the idea. Even if their definitions of leadership varied, they all attempted to highlight that leadership is a process that occurs between the leader and the followers and attempts to reach the intended goal.

Rose Ngozi, Gloria Jones & Prince Ololube (2013) Researchers have presented many different styles of leadership by stretching the definition of leadership because there is no universal leadership style. Regardless of the many leadership styles, a good leader inspires, motivates, and leads actions to assist accomplish group or organizational goals. In contrast, an ineffective leader does not contribute to organizational success and may even hinder attainment of organizational goals.

Various leadership styles have been studied over many years and decades. This study focuses on the three basic types of leadership styles: authoritarian, transformational, and transactional leadership, with a particular emphasis on transformational and transactional leadership styles because they are common in most business enterprises and are also current leadership styles (Bass, 1990, Lather et al., 2009; Eren, 2010; Giri & Santra, 2010).

#### **2.2.1.2. Leadership Theories**

The leadership literature review reveals an ever-expanding series of 'schools of thought,' ranging from "Great Man" and "Trait" notions to "Transformational" leadership. The Trait Approach, which was popular until the late 1940s, asserted that leadership ability is intrinsic. The Behavioral Approach was popular from the late 1940s through the late 1960s, believing that leadership performance is determined by how the leader behaves. From the late 1960s through the early 1980s, the Contingency Approach was popular, emphasizing that effective leadership is situational (Bryman, 1993. Burns (1978) later proposed the ideas of transactional and transformational leadership.

Table 1.1. From 'Great Man' to 'Transformational' Leadership

<i>Leadership Theories</i>	<i>Core Themes</i>
Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life
Behavioral Theories	These concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers
Contingency/ Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization
Leader-member exchange	Leaders develop qualitatively different relationships with subordinates („in group“ versus „out group“ members)
Transactional Theory	This approach emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers
Transformational Theory	The central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance

Source: Bolden, R., Gosling, J (2003)

### **2.2.1.2.1. Great Man Theory**

People are born to lead, according to researchers who accept the Great Man theories. Members of royalty, high-ranking military commanders, and industrial leaders may be included. Carlyle (1993) described in his "great man theory" that leaders are born and that only those men who are blessed with heroic qualities could ever emerge as leaders. Great men were born, not made. Today, many people still hold this traditional belief, and even though this theory may sound old-fashioned, research suggests that some people have personality traits, behaviors and knowledge that lend them to leadership (Yaverbaum and Sherman, 2008).

### **2.2.1.2.2. Traits Theory**

The basic concept of the trait theory is that leaders can be defined by certain characteristics or traits and these are what separate them from the group or society to which they belong (Navahandi, 2006). As a result, the trait hypothesis holds that leaders are endowed with specific abilities that enable them to lead others by birth. According to Navahandi, (2006) "If certain traits or characteristics can be used to distinguish between leaders and followers, then existing political, industrial, and religious leaders should possess them. Northouse (2004) listed intelligence, self-confidence, determination, integrity, and sociability as major leadership traits. Leadership training, according to the attribute approach, would only benefit individuals who already possessed the necessary leadership traits (Hersey, Blanchard, & Johnson, 2006). While the trait approach was intuitively appealing with a century of research to back it up, trait approach had failed to consider various leadership situations (Northouse, 2004).

### **2.2.1.2.3. Behavioral Theory**

The behavioral approach arose as a result of the trait theory. Researchers began to concentrate on the obvious leadership behaviors. It was known as behavioral leadership theory. Behavioral studies of leadership aim to identify behaviors that differentiate leaders from non-leaders (Robbins, 2003). Behavioral theories of leadership support the notion that a set of certain behaviors may be referred to as a leadership style. The behavior approach focuses on what leaders and managers do on the job. The approach's overarching purpose was to discover and quantify key leadership actions and behavioral patterns that result in high subordinate productivity and morale. As a result, the focus of the research shifted from what leaders are to what leaders do.

Behavioral Theories, in contrast to the exceptional Man Theory, contend that exceptional leaders are created rather than born. This approach focuses on leaders' deeds rather than their personalities or qualities. The concept is that by observation, teaching, and experience, the leader may become an excellent leader (Robbins, 2003).

#### **2.2.1.2.4. Contingency/Situational Theory**

The Contingency/Situational Theory focuses on the context of applied leadership, which the traits and behavioral theories overlook. The emphasis here is on situational variables: the leader adapts his or her leadership style to both personal characteristics and the environment, i.e., the current circumstance (Krumm, 2001).

According to proponents of this theory, an effective leader knows how to adapt his personal characteristics to the context. Contingency theories hold that the impacts of one variable on leadership are dependent on other ones. Leaders must accurately recognize the important aspects of each scenario, determine which leader behaviors are necessary, and then be flexible enough to demonstrate these behaviors, according to contingency theories (Howell & Avolio, 1993).

According to Hersey and Blanchard's Situational Leadership Theory (2006), a good leader adapts his or her leadership style to the ability of subordinates to complete tasks (Robbins, 2003). That degree corresponds to the maturity of the subordinates. As a result, the leader will select a leadership style based on the maturity of the subordinates. According to Fiedler's (1984) contingency theory, there is no one optimum technique for managers to lead. Various situations will necessitate various leadership styles from a boss. The answer to a managerial problem is dependent on the elements that impose on the circumstance.

#### **2.2.1.2.5. Leader-Member-Exchange (LMX Theory)**

Leaders and followers develop unique relationships based on their social interactions, according to the concept of leader-member exchange (LMX), and the quality of these exchanges inside an organization can effect employee outcomes (Graen & Uhl-Bien, 1995; Liden et al., 1997). Leaders always have a better relationship with certain subordinates than others. Subordinates are given additional responsibility when there is significant mutual trust and loyalty. A subordinate who is regarded as trustworthy by a boss is more likely to be sought out for assistance and given increased responsibility.

The Transactional Contingency feature is informed by the LMX theory. Reward leadership, which gives support to subordinates in exchange for their efforts and specifies the type of reward that may be expected when organizational goals are met. (Avolio & Bass, 2004). According to LMX, the connection between a leader and a subordinate determines whether a subordinate is deemed to be part of an "in group" or an "out group." (Bass, 1997). Membership in the "in group" or "out group" is defined by the extent to which the leader can work effectively with the subordinate and the latter's willingness to perform tasks that go beyond his formal job description.

#### **2.2.1.2.6. Transactional and Transformational Leadership Theory**

The Transactional Leadership theory, sometimes known as Managerial Leadership, rose to prominence in the early 1980s. This idea was concerned with a leadership reward and punishment system in which the leader had the capacity to control the followers in return for something valuable (Bass, 1990; Burns, 1978; Kuhnert & Lewis, 1987; Yukl, 1989). It is founded on organizational bureaucratic power and legitimacy (Tracey & Hinkin, 1994). However, the idea works best when various assumptions are met, including a highly structured organization, personnel who are driven by rewards, and a strong proclivity for guiding and monitoring among followers. In other words, transactional leaders bargain with followers what goals the organization must attain. They negotiate the terms by offering rewards for achieving the goals or threatening penalty for bad performance, such as a reduction in bonus and suspension of advancement (Moore & Rudd, 2006; Bass, 1990).

According to Burns (1978) while transactional leadership is said to be a reciprocal exchange, it is believed that transformational leaders "engage in interactions with followers based on common values, beliefs and goals.

#### **2.2.1.3. Leadership Styles**

There are a variety of leadership styles that are based on various theories. The literature has found a diverse variety of leadership styles that match to various organizational or corporate contexts and have distinct activities, structures, outlooks, and expectations of leaders.

### **2.2.1.3.1. Authoritarian Leadership**

The Authoritarian Leadership style closely monitors all subordinates. Autocratic leaders are more self-centered than democratic ones. They make more unilateral judgments and actively monitor subordinates job activity (Muczyk & Reimann, 1987). Authoritarian leadership is frequently seen as the traditional method. It establishes agendas and policies for the group, assigns task members, and makes group decisions without consulting subordinates (Evans & Evans 2002). Finally, the leader assumes responsibility for the group's progress while accepting just a small number of group recommendations. Members of a group rarely talk to one another, but they do interact with the leader (Evans & Evans, 2002).

The Authoritarian Leadership style in which the manager retains as much power and decision-making authority as possible. Employees are not consulted, and they are not permitted to provide comments. Employees are required to follow commands without explanation. Authoritarian leaders make choices on their own, with little or no input from others. These leaders always make their own decision and do not allow their subordinates to participate in making decisions (Dubrin, 1995).

### **2.2.1.3.2. Servant Leadership**

Servant leadership fosters the notion that tasks are completed in the context of public triumph and a win-win situation (Hersey, Blanchard & Johnson, 2006). Servant leadership requires the leader to assume the position of a servant whose primary responsibility is to serve the followers (Greenleaf Center for Servant Leadership, 1991). According to Burns (1978), the servant leadership model enhances transformational leadership by accentuating ethical actions and practices and by linking the primary concepts of servant leadership to those of the transformational model. Management leadership effectiveness is critical, but so are humanity and well-being (Greenleaf, 1991).

The servant leader included employees in decision-making, demonstrated caring and ethical behavior, and increased not only the organization's growth but also the quality of care. Greenleaf came out in 1991. Furthermore, as Greenleaf puts it, servants chosen as leaders have significant support from their subordinates because they have devoted themselves and are dependable. This strategy creates a climate that encourages people to be the best they can be.

#### **2.2.1.3.3. Democratic Leadership**

The basic qualities of democratic leadership indicate that members of the group are encouraged to contribute ideas and perspectives, even while the leader retains the last say over choices, and members of the group feel more involved in the process, which encourages innovation (Denhardt & Denhardt, 2003). Participatory leadership entails consultation, encouragement, and facilitation of decision-making between leaders and subordinates (Daft, 2005; Yukl, 1998). Subordinates would prefer supervisors who enable them to be heard if they believe the workforce is more informed and equipped with appropriate skills. Democratic leaders want to collaborate with their subordinates to gather ideas and then use those ideas to make choices. This leadership style is best suited for motivating subordinates to overcome hurdles (Dubrin, 1995). Participation is a core characteristic of democratic leadership; and the ideal of democratic leadership is friendly, helpful, and encouraging participation (Luthar, 1996). The leader encourages people to set objectives and processes and promotes self-direction and self-actualization.

#### **2.2.1.3.4. Transformational Leadership**

J. M. Burns pioneered the notion of transformative leadership in 1978. Since then, thousands of research papers on the subject have been done. The transformational leader focuses on engaging followers, inspiring their passion, and encouraging them to uphold high moral and ethical standards. The transformational leader changes the follower by assisting them in understanding the significance of organizational results, motivating them to rise beyond self-interest in order to attain organizational goals, and inspiring their higher order wants (Bass 1997). Transformational leaders are proactive; they raise followers' awareness of transcendent, communal interests and, more significantly, they motivate them to attain remarkable goals (Avolio & Bass, 2004).

According to the data, transformational leadership is associated with results that most organizations, individuals, and leaders would appreciate. Transformational leaders may motivate their people to modify their expectations, attitudes, and motives in order to achieve common goals. That has resulted in countless favorable consequences (Judge and Piccolo 2004). Transformational leaders are also capable of motivating their employees to commit to exceeding expectations (Howell & Avolio, 1993).

According to Bass (1997), this can happen in three ways: first, by raising awareness of the organization's goal and how it will be achieved, second, by encouraging coworkers to prioritize the organization's goals over their own personal interests, and finally, by satisfying and stimulating people's higher-order needs.

Transformational leaders are adept at changing followers into leaders and persuading followers to sacrifice self-interest for the greater good of their organization.

Transformational leaders are process-oriented and focused on becoming a leader, and they encourage and inspire their people to reach remarkable goals (Avolio & Bass, 2004). Bass (1997) highlighted the five main criteria as behavioral components of transformative leadership:

- a) Inspirational motivation refers to leadership that communicates high expectations, inspires commitment to a shared vision, and motivates followers by portraying optimism;
- b) The view of the leader as charismatic, confident, ethical, idealistic, and trustworthy is referred to as idealized influence (attributed).
- c) Individualized consideration is defined by considering individual needs of followers and providing a supportive climate for individual growth and development.
- d) Idealized influence (behavior) refers to leadership behaviors that result in followers identifying with and wanting to emulate the leader; and
- e) Intellectual stimulation includes challenging the assumptions, beliefs, and traditions of followers and organizations, and stimulating creativity and critical thinking about problems and solutions.

### **2.2.1.3.5. Transactional Leadership**

The transactional leadership style was conceived by Max Weber in 1947 and defined by Bernard Bass in 1981. Managers are the most likely to use this strategy. It focuses the essential management activities of regulating, coordinating, and planning for the near term. Both McCarthy and de Gaulle were well-known leaders who used the transactional method. The primary goal of transactional leadership is to influence and lead followers by appealing to their own self-interest. The power of transactional leaders originates from their formal authority and responsibilities inside the organization.

Transactional leadership is an exchange process based on contractual responsibilities that is often depicted as setting objectives and monitoring and regulating outcomes (Antonakis, 2003). Bass (1997) defined transactional leadership as the exchange or transaction between the leader and the workforce. If the employee meets the condition, he or she will be rewarded. If the employee fails to complete duties or satisfy the requirements, he or she will be punished. If the followers meet the leader's expectations, they will be rewarded with wage increases or promotions. If the followers fail to match the leader's expectations, they will face consequences such as salary cutbacks or demotions. (Bass, 1997). The transactional leader's mission is to ensure that internal players understand the road to goal achievement, to remove any obstructions inside the system, and to encourage the actors to accomplish the specified goals (House and Aditya, 1997).

According to Avolio (2004), transactional leadership has two dimensions: contingent compensation and active management via exception. The follower's primary purpose is to obey the leader's directions. The style is often known as a 'telling style'.

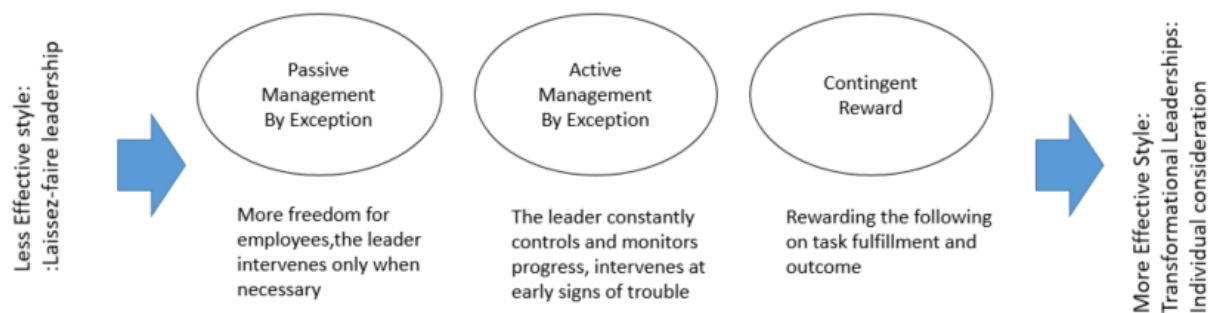
Most commonly, transactional leadership is defined as a cost-benefit exchange between leaders and their followers (Kuhnert & Lewis 1987). The transaction or exchange entails something of value being exchanged between what the leader owns or controls and what the follower desires in exchange for his/her services (Yukl & Van Fleet 1992). Transactional leadership comprises leaders communicating goals and objectives to their teams, collaborating with them to manage tasks and activities, and ensuring that larger company goals are reached (Bass 1974: 341).

**a) Contingent Reward** - Transactional leaders clarify expectations, exchange promises and resources for the leaders' support, arrange mutually satisfying agreements, negotiate for resources, exchange assistance for effort, and provide commendations for successful follower performance." According to this viewpoint, dependent reward is a beneficial transaction (Bass, 1997).

**b) Management by Exception (Active)** - The second feature of transactional leadership, according to Bass (1997), is active management by exception. The leader analyses follower performance and takes corrective action when it deviates from the norm or standard expectations while adopting this transactional approach.

c) **Passive Management by Exception** - Leaders that embrace this style to leadership wait for mistakes to occur before acting. As a result, the technique is also known as the reactive technique. When a standard performance does not meet the desired parameters, the employee is sometimes penalized. Management by Exception - Passive, according to Bass and Avolio (1994), is equivalent to the Reactive Management Approach or the Putting-Out-Fires Approach. The connection is highly negative since the leader only provides feedback when mistakes occur (Barbuto & Brown, 2000).

### Three types of transaction Leadership



*Transactional Leadership – Explained By Carl Hindberg 2022*

#### 2.2.2. Employee Engagement Concept

Employee engagement has emerged as a hot subject in recent years. Despite the topic's growing importance, there is still a dearth of critical academic writing on the subject. Despite the fact that several scholars have proposed and demonstrated a great deal of interest in study in the field of employee engagement, little is known about how managerial leadership styles might impact employee engagement (Saul, Kim, and Taesung, 2015).

Engagement is defined as a deep commitment between oneself and one's professional responsibilities in which people completely express themselves physically, cognitively, and emotionally at work (Wildermuth, 2008). Although the word "employee engagement" originated from a study of morale in the 1920s, the structure of the notion was fully defined by Kahn in 1990 and later recognized according to the Gallup Organization (Tiwari, 2011). This demonstrates the evolution of the concept of employee participation over the previous two decades (Mohapatra and Sharma, 2010; Shuck and Herd et al, 2012).

Work engagement is a novel positive psychology concept that focuses on human characteristics and good workplace experiences (Mauno et al, 2007; Schaufeli et al, 2002; Seligman and Csikszentmihalyi, 2000; Bakker and Schaufeli, 2008).

### **2.2.2.1. Definitions of Engagement**

Several literature reviews show that employee engagement is successful. It is intellectualized in different ways by different scholars, but we find that nothing exists. A single definition can make good decisions in all situations. And research about it this area shows that employee engagement is changing and adapting in many ways. It depends on the research context. According to Welch (2011), there are many different descriptions of employee engagement that researchers use at specific times, contexts, and situations, notably associating subjects with specific situations in different settings and using different predictors and this is the case when applying relationships to other variables. Confusion in describing and using employee engagement.

According to Welch (2011), academics and at some point in time, contexts, and settings deploy many various theories of employee engagement, particularly when relating the subject to specific scenarios in distinct locales or situations. Other predictors or links to other elements create confusion in the understanding and use of employee engagement.

Employee engagement's physical component is concerned with the physical efforts exerted by employees in order to do their jobs. The cognitive expression of employee engagement is concerned with employees' views towards the business, its leaders, and working conditions. The emotional component pertains to how employees feel about each of the three factors, as well as whether they have positive or negative feelings about the business and its leaders. Kahn (1990) defines engagement as being both psychologically and physically present when occupying and carrying out an organizational role.

Employee engagement, according to Stockley (2007), is the degree to which a person believes in an organization's vision, purpose, and values and exhibits or reflects that commitment via his or her activities as an employee and attitude towards the employer and customers. Furthermore, Employee engagement, according to Baumruk (2004), is a notion that comprehends the significance of understanding and improving individual and organizational performance that may be impacted by the leader.

In principle, the leadership style used to enhance employee engagement at work has an influence on employee engagement. A leadership style increases employee engagement, fulfilment (happiness), and enthusiasm in work (Alok & 2012 in Israel).

Employee engagement has potential uses in human resource management practises such as position assignment and delineation, assistance, and flexibility. Each employee is a critical component of any firm, with the ability to implement plans and achieve goals. There are several research that assess the concept of connection, however the operational definition is not always consistent (Christian et al., 2011).

According to Hassan and Ahmed (2011), current research has verified the concept of employee engagement as a genuine and dependable concept comprised of energy, participation, and efficacy that motivate people to fulfil their responsibilities.

#### **2.2.2.2. Dimensions of Employee Engagement**

Employees who are not burnt out are not inherently engaged, according to Schaufeli's (2002) definition; rather, only employees who are satisfied on specific dimensions may be categorized as engaged. According to Maslach (2001) burnout model, the three dimensions of engagement are Vigor, Dedication, and Absorption. The presence of these three characteristics, create positive work fulfillment towards employees. Recognizing the good parts of work is crucial, as highlighted by Bakker and Schaufeli (2008), since organizations want people who are satisfied, energetic, and devoted to their task. An employee who is energized while working is strongly motivated by the job's content (Mauno et al., 2007). In the HRD perspective, this term is analogous to the behavioral engagement component. Reio and Shuck (2013, p. 423).

According to Schaufeli et al. (2002, p. 417), employee devotion entails "strong involvement in one's work, accompanied by feelings of enthusiasm and significance, as well as a sense of pride and inspiration." The idea of devotion appears to be strongly connected to the concept of commitment and exhibits commonalities (Mauno et al., 2007).

### 2.2.2.3. Categories of Employee Engagement

According to Coffman (2002), there are three types of employees when it comes to engagement. Employees are classified as Engaged, Not Engaged, or Actively Disengaged.

- **Engaged Employee:** An engaged employee is one who is enthusiastic and dedicated to his or her job. He or she feels personally accountable and driven to complete the work at hand. An engaged employee may go above and beyond their job description to significantly improve the company's performance. According to Vazirani (2007), an engaged employee is a builder since he or she understands and is capable of doing the tasks assigned to him or her. An engaged employee works every day at a high degree of commitment, committing his or her effort, talent, and strength to come up with new ideas to move the company's status from its previous position to the next level.
- **Not Engaged Employee:** Coffman (2002) defines the second type of employees as "Non Engaged Employees." These are personnel that lack energy while executing their duties. According to Vazirani (2002), "Not Engaged Employees" prefer to focus on the job at hand rather than the results that firms strive for; they do and finish what they are ordered to accomplish.
- **Actively Dis-engaged:** "Actively Disengaged Employees" are those employees who are unhappy and they spread their unhappiness in the organization. They spread negative word, provoke and convince employees in the organization to leave their jobs.

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There are ways detailed the present type of employee involvement from an academic standpoint. These are (a) Kahn's Need-Satisfying Approach from 1990, (b) Maslach et al.'s Burnout-Antithesis Approach from 2001, (c) Harter et al.'s Satisfaction-Engagement Approach from 2002, and (d) Saks' Multidimensional Approach from 2006 (Shuck, 2011).

The methods and models have been argued and sought to set out the key aspects and circumstances that they have eventually come to an agreement despite their differences, conflicts, and direct antagonism. Discussion and discussion about the approach create a platform for the engagement process to occur, and the models aid in prioritizing areas for development based on their potential influence on engagement (Aon Hewitt, 2011).

#### 2.2.2.4. Benefits of Employee Engagement

According to the Gallup organization, engaged employees had 44 percent higher retention and 50 percent higher productivity than non-engaged or actively disengaged employees (Kimbell & Nink, 2006). Employee engagement is significant since it is at the heart of the job relationship. It is about what people do and how they behave in their positions, and what motivates them to perform in ways that help the organization and themselves achieve their goals (Armstrong, 2010).

Bakker and Schaufeli (2008) indicate in a brief assessment of research that engaged employees are more innovative, productive, and willing to go the additional mile. Another review proposes a performance management strategy that emphasizes boosting employee engagement in order to achieve improved company success (Grumman & Saks, 2011). Employees that are engaged in their employment will exhibit more behaviors that benefit the organization (Babcock - Roberson & Strickland, 2010).

According to Watkin (2002), there are significant disparities in value-added discretionary performance between 'superior' and 'standard' personnel. The difference in low-complexity occupations was 19%, 32% in moderate-complexity occupations, and 48% in high-complexity occupations. Employee engagement, according to wise step experts, provides organizations with a competitive edge in capitalizing their human resources since the existence of employee engagement:

- **Enhance creativity:** The more people who contribute, the more innovative the work created. Employees have a broader viewpoint, which allows them to be more creative.
- **Increase novelty:** When employees are engaged, the novelty of ideas improves. Employees that are mentally and emotionally focused accomplish their tasks with internal motivations. This will allow them to see a better method to complete the duties (Bakker, 2007).
- **Make decision making more effective:** When employees are engaged, their perspectives and conceptualizations grow, allowing management to make more informed decisions ( Avolio & Bass, 1995).

- **Increase employees working capacity:** Employees that are engaged are eager to carry out their responsibilities and complete tasks linked to their employment. They will gain enormous ability to perform effectively and expand their potential as they advance (Towers Perrin, 2003).
- **Motivates employees:** Employees that are engaged and participate in the organization have a higher degree of emotion and encouragement to achieve more (Bass, 1990).
- **Increase employees working capacity:** Increase employees working capacity: Employees that are engaged are eager to carry out their responsibilities and complete tasks linked to their employment. They will gain enormous ability to perform effectively and expand their potential as they advance (Towers Perrin, 2003).
- **Drive employees to perform the best** Employee engagement is critical in organizations. This is because such personnel will constantly strive to perform to the best of their abilities with commitment. (Development Dimensions International, 2005).

### 2.2.3. Employee Engagement and Leadership Styles

Most academics have attempted to link aspects that contribute to employee engagement and established models that might provide the best option for top management to deal with existing employees and new hires. Their goals are to identify the variables or drivers that will improve employee engagement (Markos and Sridevi, 2010). Leaders have an impact on organizational effectiveness via their followers. Leadership may have a significant influence on employee engagement within an organization.

Several studies have found a negative and positive relationship between employee engagement and the employees' assessment of leadership styles among their immediate superiors. When managers use classical or transactional leadership styles, employees are regarded as subsuming bad outcomes. Employee engagement is said to have a favorable relationship with employees' perceptions when leaders embrace visionary and organic leadership. These different perceptions are actually caused by embedded apprehension that the traditional type of leadership styles is only suitable for certain age and generations (Ayree & Walumbwa, 2012).

The employee traits appear to regulate the association between perceived leadership styles and employee engagement in a variety of ways. When it comes to the need for achievement, the higher the employees' score on this variable, the stronger the positive association between perceived visionary or organic leadership styles and employee engagement. In contrast, as equity sensitivity increases, the positive relationship between visionary or organic leadership and employee engagement weakens, while the negative relationship between perceived classical or transactional leadership styles and employee engagement strengthens (Shuck and Herd, 2012).

As a result, while research on employee engagement is emerging and several models suggest leadership as a critical component in the development of employee engagement, there is still a gap in understanding what leadership behaviors may affect engagement-encouraging cultures as well as the processes that lead to higher levels of engagement (Shuck and Herd et al, 2012).

May, Gilson, and Harter (2004) discovered strong results linking job engagement to leadership in another research. They discovered that supervisor relations, which they described as the leader's expression of care for their employees' needs and feelings, as well as positive feedback to employees and encouragement from the leader to voice their concerns, were strongly connected with employee job engagement. They also discovered that job engagement was highly connected to meaningfulness, which quantifies the degree of meaning discovered in one's work.

According to Shuck and Herd (2012), the conceptual relationship between leadership style and the development of employee engagement can be improved by paying attention to followers' basic needs and being willing to respond to them, an approach based on leader emotional intelligence.

According to Serrano and Reichard (2011), leaders may play a significant role in creating a work atmosphere where people feel energized and involved. To assist leaders in fulfilling the job, they identified four key routes that may boost employee engagement:

- Designing meaningful and motivating work,
- Supporting and coaching employees,
- Enhancing employees' personal resources, and (4) facilitating rewarding and supportive coworker relations.

### **2.2.3.1. Transformational Leadership & Engagement**

Transformational leaders are distinguished by their concentration on their workers' growth and success (Bass, Avolio, Jung, & Berson, 2003). Transformational leaders pay attention to individual followers' concerns and developmental needs, they change followers' awareness of issues by assisting them in looking at old problems in a new light, and they are able to arouse, excite, and inspire followers to go above and beyond to achieve group goals (Odumeru & Ifeanyi, 2013). Transformational leaders strive to change people they lead. As a result, they can symbolize self-sustaining, self-replicating leadership. Transformational leaders are the most useful type of leaders because they allow their followers the opportunity to change, transform, and develop as contributors. Organizationally, this results in the finest leadership outcomes because transformational leaders grow people (Odumeru & Ifeanyi, 2013).

Transformational leadership, according to (Sadeghi and Pihie, 2012), is achieved by combining quality, behavioral, and potential methods. (Sadeghi and Pihie, 2012) and recognized other researchers who contributed to the development of transformative leaders.

According to (Sadeghi and Pihie, 2012), transformational leadership is done by integrating quality, behavioral, and potential strategies. (Sadeghi and Pihie, 2012) also acknowledged other scholars who helped to build transformative leaders. Schaufeli and Bakker (2004) conducted a research that indirectly examined components of transformative leadership and its impact on work engagement. They discovered that two factors included in the transformational leadership's individual consideration dimension (coaching and feedback) were positively connected to vigour, devotion, and absorption.

### **2.2.3.2. Transactional Leadership & Engagement**

Transactional leadership theory is based on a reward and punishment system in leadership. In other words, a leader's responsibility is to build structures that make it clearly apparent what is expected of followers and the repercussions (rewards and penalties) connected with meeting or failing to fulfil expectations. Employees who are productive are rewarded, while those who fail are reprimanded or penalized (Charry, 2012).

Transactional leaders, according to Bass (1985, 1999), drive their followers to meet their leaders' expectations through rewarding and defining minimal criteria for subordinates to meet. According

to Bass, transactional leaders promote employee engagement to a lesser extent than transformational leaders. Employees frequently trade their participation for resources and benefits supplied by their employers (Saks, 2006). Employees are more likely to display higher levels of engagement when they are autonomous, get assistance, and have possibilities for advancement. According to research, job resources have the capacity to motivate employees, resulting in increased work engagement on a daily basis (LePine, & Rich, 2010; Halbesleben, 2010).

According to (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009; Xanthopoulou Bakker, Heuven, Demerouti, & Schaufeli, 2008), providing job resources to employees has enormous potential and is a method of attracting people to be more involved at their job on a daily basis.

According to Judge and Piccolo's (2004) meta-analysis, transactional leadership contributes to the work motivation of followers. Leaders that implement contingent incentive report that staff motivation and engagement have grown.

### **2.2.3.3. Authoritarian Leadership & Engagement**

Farh and Cheng (2000) define authoritarian leadership as a leader's behavior of imposing strong power and control over subordinates and expecting unquestioning adherence from them. According to the leadership literature (Wang et al., 2013; Zhang and Xie, 2017), leaders that are extremely authoritarian expect the best performance from their subordinates and make all crucial choices in their team. Authoritarian leadership is prominent in corporate organizations in Latin America, the Middle East, and Asia Pacific (Pellegrini and Scandura, 2008), and it has received more attention in recent years (Schaubroeck et al., 2017). Extensive research has shown that authoritarian leadership is damaging, as evidenced by its negative impact on employee outcomes such as employee voice behavior (Li and Sun, 2015), team identification (Cheng and Wang, 2015), and job satisfaction.

As a result, as several studies have shown, transactional and transformational leadership have a favorable relationship with good employee engagement, but authoritarian leadership has a significant negative influence on employee engagement.

### **2.3. Empirical Review of Related Studies**

According to Li (2018) conducted a research on the influence of leadership styles on work engagement among knowledge workers. Employees from three IT businesses in Henan, China, were polled for information. We chose a two-wave cross-lagged design with a four-month time delay. The statistical approaches used included descriptive statistics, structural equation modelling (SEM), and bootstrap analysis. The findings revealed that: (1) transformational and transactional leadership positively predicted knowledge workers' psychological capital and work engagement; Sapna and Irfan (2016) discovered evidence of a positive association between transformational leadership style and employee engagement in their article. According to S.Popli (2016) on his article "Drivers of Employee-Engagement: The Role of Leadership Style." stated that the leadership style promotes, stimulates, and inspires subordinates to strive for corporate objectives. Furthermore, leaders may bring out the best in their employees by freely expressing faith in their abilities and capabilities. They also discovered that transactional and transformational leadership has a good association with employee engagement, and when leaders use this style, they encourage their colleagues by recognizing and paying them for job completion. Subordinates can get involved in the presence of transformational and transactional leadership styles, as proven by their study. Leaders must be able to decide which style is most successful in a particular circumstance and satisfies employee expectations in order to be involved in performance improvement.

Metzler (2006) used a sample of 251 university students with work experience to investigate the link between transformational and transactional leadership styles and employee engagement. His research backs with the current study's conclusions that transactional leadership predicts devotion and absorption. His findings, however, suggest that transactional leadership positively predicts vigor, which contradicts the conclusions of this study. Given the underlying assumption that subordinates labor for pay, transactional leaders can inspire their staff through the trade of resources such as contingent incentives.

According to (Metzler, 2006) offering valuable compensation such as higher salaries, incentives, and promotions to employees who perform well in their jobs has a significant impact on employee engagement because employees feel energized, driven, and dedicated to achieving organizational goals in exchange for rewards.

Zhang (2010) investigated the association between leadership style and employee engagement in a research of 439 sales assistants in Sydney, Australia. Employee engagement is connected with an employee's view of leadership style in his or her direct supervisor, adversely when classical or transactional leadership styles are regarded and favorably when visionary or organic leadership is perceived. In the contrary Cheng et al. (2004) discovered authoritarian leadership has negative impact to employee reactions in a Taiwanese empirical investigation. According to Tian and Sanchez (2017), authoritarian leadership was negatively connected with emotional trust. Other research have found a negative correlation between authoritarian leadership and employee performance (Farh and Cheng, 2000; Cheng et al., 2003). Leaders in Chinese organizations frequently execute this principle by constructing a centralized hierarchy and adopting a fatherly position with an authoritative leadership style (Peng et al., 2001).

As a result, authoritarian leaders have influence over their subordinates, which encourages employee conformity and acquiescence. Furthermore, authoritarian bosses demand high standards and penalize staff for poor performance (Wang et al., 2013). Some researchers contend that authority based on hierarchical difference predicts negative consequences such as fear of the leader, job pressure, and intention to leave (Farh and Cheng, 2000; Wang et al., 2016).

Harris (2007) investigated the impact of leadership styles on employee engagement in a Larger Retail Organization in the Western Cape and discovered that transformational leadership is the most effective style for fostering engagement; however, this study also discovered that transactional leadership predicts engagement.

Transformational leadership and employee engagement were investigated by Zhu, Avolio, and Walumbwa (2009). Data was gathered from 140 South African followers and their 48 supervisors from a variety of sectors. According to the findings of hierarchical linear modelling, follower traits modify the favourable association between transformational leadership and employee engagement. More significantly, these studies contend that transformational leadership improves employee engagement, especially when people are intellectually pushed to be creative and inventive thinkers.

In conclusion, the majority of the research analyzed showed that both transformational and transactional leadership styles have a good correlate with strong employee engagement, while authoritarian leadership styles have been shown to have a negative link with employee engagement.

## 2.4. Hypothesis of the Study

H01: Transformational leadership style has no significant-effect on employee-engagement at

Dashen Bank S.C.

H02: Transactional leadership style has no significant-effect on employee-engagement at

Dashen Bank S.C.

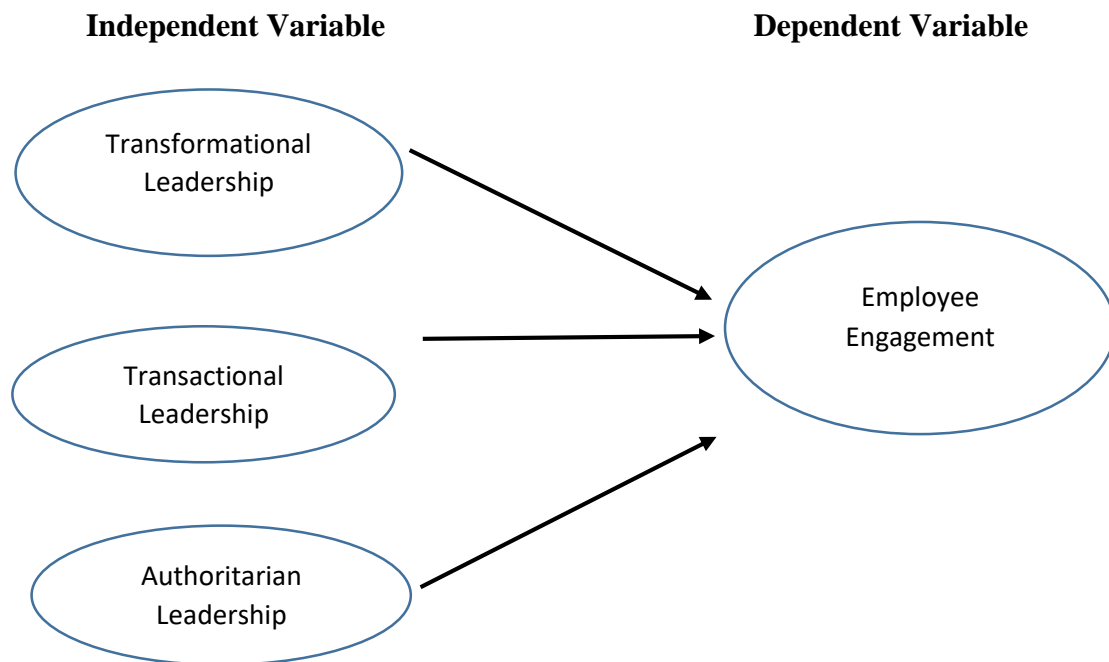
H03: Authoritarian leadership style has no significant-effect on employee-engagement at

Dashen Bank S.C.

## 2.5. Conceptual Framework of the Study

The following conceptual model, which governs this specific study, was constructed based on an overall examination of linked literatures and the theoretical framework.

Figure 2. 1: Conceptual Framework



Source: Developed by the researcher

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This section of the study displays and examines the researcher's research strategy and techniques. It includes the study strategy used, the research design, the population and sample design, as well as data collecting and analysis procedures. Finally, it analyses the research instrument's reliability and validity difficulties before concluding the chapter with an ethical consideration debate.

#### **3.2. Research Approach**

As per Creswell (2012) the quantitative research approach is beneficial for identifying patterns and determining the relationship between various variables. Researchers utilize this inquiry technique to establish research questions or develop instruments, as well as to analyze data from research instruments using statistics. The quantitative research technique was used as it involves the utilization and analysis of numerical data using specific statistical techniques and testing and measuring the hypothesis and variables by using close ended questionnaire to analyze the research study's r/ship between the dependent variable (Employee engagement) and the independent variables (Transformational leadership style, Transactional leadership style, and Autocratic leadership style). Following that, the link between these factors was evaluated and analyzed statistically.

#### **3.3 Research Design**

The study focused on describing Dashen Bank leadership style and assessed the role of Transactional, Transformational and Authoritarian leadership styles and employee engagement. Among research types Explanatory study design, particularly the correlational design, is used to determine the extent to which various variables co-vary (Creswell, 2012). As a result, an explanatory research design is used to assess the quantity of different leadership styles presented in the Dashen Bank, as well as the degree of engagement displayed, and leadership styles are inspected for their influence on followers' engagement. Because the goal of the study is to

investigate the direct and indirect effects of the predictor variable, leadership styles, on employee performance, an explanatory correlational research design was used.

### **3.4. Population and Sampling Design**

#### **3.4.1. Population of the Study**

The target populations of this study was Dashen Bank employees working in fifteen departments out of Twenty nine divisions considered as professionals at the bank's headquarters. According to statistics obtained from the bank's HR Department and labor union, in total about 917 employees work in these twenty nine different departments. However, due to time and money constraints, and to keep employees' convenience too, the researcher's target audience is confined to employees working in just fifteen randomly selected departments at Dashen Bank HQ. Therefore, the study's population target is 491 individuals who work in these 15 randomly selected departments. The researcher employed random selection since the study's purpose is the same and the study variables are thought to be uniform for data gathering. Employees working at different bank branches were not evaluated in this study due to convenience, time, and budget constraints.

#### **3.4.2. Sampling methods**

The researcher used non-probability sampling because it is a viable strategy for this research owing to time constraints and the small population size. Nonprobability sampling has a large cost benefit over probability sampling and applicable during limited time, Nonprobability samples can be collected and fielded using a number of low-cost techniques (Krosnick et al 2014). Therefore because of the limited time available for the study, the researcher employed the convenience sampling technique in order to gather information and collect data at ease.

### 3.4.3. Sample Size

The sample size was designed to be representative of the intended population of the study. As a consequence, the researcher used Carvalho's (1984) sample determination method, which separates the population range into tabular form from which small, medium, and large sample sizes may be calculated.

*Table 3. 1 Sample Size Determination*

Population Size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201 -10,000	80	200	315
10,001-35,000	125	315	500
35,000-150,000	200	500	800

*Source: J. Carvalho (1984)*

The study's population size in Dashen Bank HQ in 15 randomly selected departments is 491. According to Carvalho's sample size determination, which is shown in Table 3.1., the range is between 281 and 500. Taking into account the sample size determination table above, a sample size 80 (281-500) was determined for the study from the target population size is 491.

### **3.5. Data Collection**

#### **3.5.2. Source of Data**

The study relied on both Primary and secondary data sources. Using standard questionnaires, primary data was acquired from Dashen Bank staffs working at the head office. Dashen Bank's consecutive yearly reports, other articles, literatures, publications, and journals were also employed as secondary data for the research study.

#### **3.5.2. Data collection technique and process**

To obtain the essential data for the study, the researchers employed a pre-coded questionnaire. The researcher chose a questionnaire since they are less expensive and allow the researcher to save time and money (Kumar 1996). Furthermore according to (Kumar (1996) when data is obtained by questionnaire, individuals and researchers do not interact face to face which provides great anonymity. Questionnaire was used as a data collection instrument to collect primary data from Dashen Bank employees in order to examine the type of leadership styles used in the bank and to investigate the effect of leadership styles (transformational, transactional, and autocratic) on employee engagement at the bank. The respondents were given a five-point Likert-Scale questionnaire to help them feel at ease when answering the questions with the range of Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly agree (5).

### **3.6. Data Analysis and Presentation Method**

Following the gathering of raw data from respondents, the data was organized and coded in a manner suitable for feeding the SPSS program. The descriptive, correlation, and regression analyses were performed on the primary data collected from workers using SPSS version 23.0. To define the demographic features, the data was analyzed using descriptive statistics (such as mean and standard deviation). In addition, a descriptive study was performed on the degree of the various leadership styles and employee engagement. The association between leadership styles and employee engagement was investigated using correlation analysis statistical methods. Furthermore, regression analysis was carried out to ascertain the influence of the independent variable (leadership style) on the dependent variable (employee engagement).

### **3.7. Reliability and Validity of the Study**

According to Ghauri and Gronhaug, (2005) validity is a capacity to explain how the real survey region is properly covered by the obtained data. Furthermore, validity is concerned with the instrument's ability to predict or measure what is meant to be measured. Predictive validity, content validity, construct validity and Convergent validity are the four basic categories of validity that should be assessed before employing a certain research instrument. In this regard in order to assess the independent (leadership styles) the research study used the Multifactor Leadership-Questionnaire (MLQ) developed by Avolio and Bass (1995) which is the most frequently used leadership measure in scholarship and organizational practice as it indicated high convergent validity examined by correlations with leadership styles and employee's work outcomes (Beata Bajcar & Jolanta Babiak 2022) . Similarly, the dependent variable, Employee Engagement, was examined using the Utrecht-Work-Engagement-Scale (UWES) Questionnaire. However, to confirm the instrument's validity, the researcher pilot tested the questionnaires with 17 respondents and determined that the questions are clear and unambiguous before using them in the main survey.

On the other hand, reliability is referred with the objects' internal consistency. Hair (2007) defines dependability as the extent to which a variable or group of variables is consistent in what it is extended to assess. Because the current study includes several items in each variable, internal consistency was assessed using Cronbach alpha reliability tests. Cronbach's Alpha-Coefficient is regarded as the most relevant and applicable measure of reliability when Likert Scales are utilized (Whitley, 2002; Robinson, 2009). It is assessed on a scale of 0.0 to 1.0, however most academics believe that the lowest criterion for valid internal consistency coefficient for test scales is 0.70.

As a consequence, the reliability of the questionnaires was assessed using the Cronbachs-Alpha-Coefficient, and the results for both dependent and independent variables are as follows.

*Table 3. 2: Cronbach’s Alpha Coefficients (Reliability Statistics)*

<b>No.</b>	<b>Construct</b>	<b>Cronbach's Alpha</b>	<b>No.of Items</b>
1	Transactional Leadership Style	0.714	8
2	Transformational Leadership Style	0.925	14
3	Autocratic Leadership Style	0.772	6
4	Employee Engagements	0.911	19
5	Reliability	0.899	47

*Source: Own survey, 2023*

Table 3.2 shows that the overall-reliability of the scales utilized, as determined by Cronbach's Alpha Coefficient, is 0.899, which is more than the minimal requirement of 0.70 and may be deemed exceptionally trustworthy. Employee engagement measures provided the highest Cronbach’s Alpha Coefficient (0.911), which raised the total alpha score, whereas transactional leadership style scales produced the lowest (0.714).

### **3.8. Ethical Considerations**

The researcher has followed specific ethical norms. The first step is to obtain the respondents' explicit agreement. This ensures that their involvement in the study is not motivated by self-interest. The researcher also ensured that the respondents were informed of the research's aims and their role in its completion. Another ethical step used by the student researcher is to treat respondents with respect and decency (Leary2004). Following the following ethical concerns motivates and initiates respondents to feel more at ease and more inclined to provide honest replies to questionnaire items. There were also ethical considerations with the data analysis. To guarantee data integrity, the researcher double-checked the accuracy of survey response encoding.

## **CHAPTER FOUR**

### **4. DATA ANALYSIS AND RESULT PRESENTATIONS**

#### **4.1. Introduction**

The goal of this study was to assess and examine the role of leadership style on employee engagement in Dashen Bank HQ . Research explored the study design and methods used to gather and analyze data in order to answer the research questions. The data was gathered from 76 fully completed successful responses (95% response rate) from an initial sample of 80 respondents using standard Multifactor Leadership Questionnaires (MLQ) and Employee Engagement Rater, and the data was analyzed by using Statistical Packages for Social Sciences (SPSS) Version 23.0. The study concentrated on the descriptive analysis of respondents. Participants' characteristics include gender, age, amount of education, and management position. The mean, frequency distribution percentage, and standard deviations were utilized in descriptive statistical analysis to describe and analyze the data. In this study, Reliability tests, Independent T- tests, ANOVAs, correlation and regression analysis were also used in order to measure and interpret the dependent (Employee engagement) and independent variables (Leadership styles) at Dashen Bank S.C.

#### **4.2. Respondents' Demographic Observations**

Data on respondents' demographic parameters, such as age, gender, current educational status, and their service year, were gathered and reported using frequencies and percentages, as stated under.

- **Gender:**

*Table 4.1. Gender profile of respondents'*

No.	Gender	Frequency	Percentage
1	Male	47	62%
2	Female	29	38%
<b>Total</b>		<b>76</b>	<b>100%</b>

*Source: Own survey, 2023*

According to table 4.1., the majority of the respondents are male, with 62% or 47 workers in the sample being male and 38% or 29 employees being female. This reveals that male workers at Dashen Bank S.C. took more than female employees.

- **Age:**

*Table 4.2. Respondents profile by Age*

No.	Age	Frequency	Percentage
1	18 to 25 years	13	17%
2	26 to 35 years	30	39%
3	36 to 45 years	27	36%
4	46 to 50 years	5	7%
5	Above 50 years	1	1%
<b>Total</b>		<b>76</b>	<b>100%</b>

*Source: Own survey, 2023*

The majority of responders are between the ages of 26 and 35 years, which is accounted for 39% of all responses or 30 workers, and respondents aged 36 to 45 years, is 39.8% or 31 employees from the total. The third age group lied between 18 to 25 years, which holds 17% from the total,

13 in number. The ages between 46 to 50 years accounted for 7% of respondents or 5 workers. And only one respondents has been above 50 years which is 1% from the total from the sample group.

- **Educational background**

*Table 4.3. Respondents Education status*

No.	Education Level	Frequency	Percentage
1	BA / BSC Degree	58	76%
2	MA /MSC Degree	18	24%
3	PHD	0	0%
4	Others	0	0%
<b>Total</b>		<b>76</b>	<b>100%</b>

*Source: Own survey, 2023*

As shown in table 4.3. Above, a high number of respondents (76% or 58) have a BA/BSC degree, while the remaining 18 workers (24% of respondents) have a second degree or an MA/MSc degree. Unfortunately, there are no responders in the researcher's last two current educational status groups.

- **Respondents' Service Years in The Organization**

*Table 4.4. Profile of Respondents Based on Years of Service*

No.	Service Year	Frequency	Percentage
1	1 to 5 years	36	47%
2	6 to 10 years	22	29%
3	11 to 15 years	13	17%
4	Above 15 years	5	7%
<b>Total</b>		<b>76</b>	<b>100%</b>

*Source: Own survey, 2023*

Table 4.4. shows the respondents' years of service in the sample taken from the organization, and it is discovered that 47% of them, or 36 workers, have only served the firm for 5 years or less, and 29%, or 22 individuals, have served the organization for 6 to 10 years. 13 workers, or 17% of respondents, have 11 to 15 years of service, whereas just 5 employees, or 7% of respondents, have been with the same organization for more than 15 years.

#### **4.4. Descriptive Statistics on Dependent and Independent Variables**

Descriptive statistics were utilized to analyze the respondents' perceptions of the leadership styles displayed at Dashen Bank S.C., as well as their present degree of involvement based on their responses.

##### **4.4.1. Descriptive Analysis of Leadership Styles (Independent Variable)**

Under this section detail descriptive statistical results such as frequency, percentage, mean, and standard deviation for each dimension of leadership styles has been presented. Leadership style has been segregated in to three (Transformational, Transactional and Autocratic) and evaluated. Transformational leadership, which was assessed across three (3) dimensions: Idealized-Influence, Inspirational-Motivation, and Intellectual-Stimulation, each of them have three (3) question items. In this regard total 9 items were formulated. Contingent Reward, Management by Exception-Active and Management by Exception-Passive dimensions has been assessed with three items under transactional leadership. The authoritarian leadership style was the final to be evaluated, with four (4) components.

Likert scale with ; 1-Strongly Disagree 2- Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree has been used for those individual assessment.

#### 4.4.1.1. Transformational Leadership Style

Table 4. 5. Descriptive Statistics of Transformational Leadership Style

Dimension	Participants (N)	Mean	Standard Deviation
Idealized Influence	76	3.57	0.979
Inspirational Motivation	76	3.49	1.055
Intellectual Stimulation	76	3.29	1.038
<b>Valid N/ Overall Average</b>	76	<b>3.45</b>	<b>1.064</b>

Source: Own survey, 2023

According to table 4.5., the most valued transformational leadership style component by respondents was idealized influence, with a mean value of 3.57, followed by inspirational motivation, with a mean value of 3.49. Individual consideration is the third most highly ranked transformational leadership style component, with a mean score of 3.29. Transformational leadership style obtained an overall average mean and standard deviation of 3.45 and 1.064, suggesting that Dashen Bank employees considered transformational leadership style implementation by their direct supervisors to be medium, with a higher than average mean score. The mean cut off point for a five-point Likert Scale is computed as  $(\text{maximum} - \text{minimum}) / n$ , where maxi is the highest score (in our instance, 5), mini is the lowest score (in our case, 1), and n is the number of required categories (low, medium, and high). As a result, the interval value is computed to be  $(5 - 1) / 3 = 1.33$ . So the low mean score is  $1 + 1.33 = 2.33$  or 1 to 2.339, the medium mean score is  $2.34 + 1.33 = 3.67$  or 2.34 to 3.669, and the high mean score is  $3.67 + 1.33 = 5$  or 3.67 to 5. As a result, transformational leadership style is demonstrated by supervisors at Dashen Bank is at a medium level, as judged by survey participants.

#### 4.4.1.2. Transactional Leadership Style

Table 4.6. Descriptive Statistics of Transactional Leadership style

Dimension	Participants (N)	Mean	Standard Deviation
Contingent Reward	76	3.43	1.087
Management by Exception - Active	76	3.20	1.108
Management by Exception - Passive	76	2.40	1.048
<b>Valid N/ Overall Average</b>	<b>76</b>	<b>3.01</b>	<b>1.078</b>

Source: Own survey, 2023

Table 4.6. shows the respondents' perceptions of transactional leadership across three dimensions, revealing that contingent incentive is the most commonly used transactional leadership style in Dashen Bank, with a mean value of 3.43. The second transactional leadership style practiced is management by exception-active, with a mean value of 3.20, and the least practiced transactional leadership style in Dashen Bank is management by exception-passive, with a mean value of 2.40. The overall assessment of transactional leadership reveals that transactional leadership is less practiced in Dashen Bank than transformational leadership.

### 4.4.1.3. Autocratic Leadership Style

Table 4. 7. Descriptive Statistics of Autocratic Leadership Style

	<b>Participants (N)</b>	<b>Mean</b>	<b>Standard Deviation</b>
My manager is the ultimate arbiter of employee performance.	76	2.88	1.148
My manager feels that staff must be closely monitored or they will fail to do their tasks.	76	2.95	1.141
My manager issues commands and defines processes.	76	3.31	1.153
My manager generally feels that staff must be rewarded or punished in order to be motivated to reach organizational goals.	76	2.77	1.028
<b>Average (Valid N)</b>		<b>2.97</b>	<b>1.131</b>

Source: Own survey, 2023

The results of the respondents' perceptions of autocratic leadership styles are summarized in Table 4.7. The comment "My manager issues commands and defines processes." gets the highest rating with the mean value 3.31. The statement "My manager feels that staff must be closely monitored or they will fail to do their tasks." is the second rank with a mean rating of 2.95 out of the four (4) characteristics of autocratic leadership style. The statement " My manager is the ultimate arbiter of employee performance." had the mean value of 2.88, and the "My manager generally feels that staff must be rewarded or punished in order to be motivated to reach organizational goals" gets the least rating with the mean value 2.77 out of the four(4) characteristics of autocratic leadership style. The average mean value for autocratic leadership style according to the total assessment evaluation is 2.97, and the standard deviation is 1.131, indicating that the total assessment result is less than the average, which is therefore the respondents' managers do not demonstrate an authoritarian leadership style.

#### 4.4.2. Descriptive Analysis of Employees Engagement (Dependent variable)

The table below depicts employee Employees engagement as measured by the Gallup 12-item poll. The respondents were asked to score the element on a scale of 1 to 5 (1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, and 5: Strongly Agree) based on the extent to which the organization had engaged and emphasized activities relevant to employee engagement.

The results show that the statement " I feel my work to be meaningful and purposeful." received the highest mean value of 3.45 out of the sixteen (16) questions, indicating that the respondents are simply satisfied with their jobs, whereas the statement " My job is difficult for me." received the lowest mean value of 2.64, indicating that the respondents' jobs are repetitive or routine with little challenge.

*Table 4. 8: Descriptive Statistics of Engagement*

	<b>Participants (N)</b>	<b>Mean</b>	<b>Standard Deviation</b>
I am capable of working for extended periods of time.	76	3.25	1.249
At work, I'm bursting with energy.	76	3.21	1.211
I'm entirely focused on my work.	76	3.41	1.263
It is tough for me to separate myself from my profession.	76	3.13	1.089
When I'm working, I lose track of everything else.	76	3.07	1.052
I feel powerful and vigorous at work.	76	2.98	1.066
I feel my work to be meaningful and purposeful.	76	3.45	1.154
Mentally, I am highly resilient in my job.	76	3.22	1.069
When I get up in the morning, I feel like going to work	76	3.09	1.121
Even when things aren't going well at work, I always keep going	76	3.02	1.125
I enjoy my job.	76	3.18	1.22
When I am working hard, I am pleased.	76	3.29	1.236
My job is difficult for me.	76	2.64	1.145
When I'm working, I tend to get carried away.	76	3.33	1.233
When I'm working, time seems to fly by.	76	3.14	1.031
I am pleased with the results of my contribution to my company	76	3.35	1.136
<b>Average (Valid N)</b>	<b>76</b>	<b>3.22</b>	<b>1.157</b>

*Source: Own survey, 2023*

#### 4.4.3. Summary of Descriptive Statistics on Dependent & Independent Variables

*Table 4.9. Summary of Descriptive Statistics on Dependent & Independent Variables*

<b>Dimension</b>	<b>Participants (N)</b>	<b>Mean</b>	<b>Standard Deviation</b>
Transactional Leadership Style	76	3.01	1.078
Transformational Leadership Style	76	3.45	1.064
Autocratic Leadership Style	76	3.01	1.131
Engagement	76	3.21	1.155

*Source: Own survey, 2023*

According to table 4.9., respondents believe that transformational leadership, with a mean value of 3.45, is more prevalent than transactional and authoritarian leadership, with a mean value of 3.01 for both leadership types at Dashen Bank S.C. With a slightly higher-than-midpoint mean score of 3.21 for engagement, the result shows that Dashen Bank workers' engagement is moderate.

## 4.5. Correlation Analysis

Table 4.10. Correlation of Dependent and Independent Variables

		Transactional	Transformational	Autocratic	Engagement
Transactional	Pearson Correlation	1			
	Sig.(2-tailed)				
	N	76			
Transformational	Pearson Correlation		1		
	Sig.(2-tailed)				
	N		76		
Autocratic	Pearson Correlation	-.341**	-.257*	1	
	Sig.(2-tailed)	.002	.021		
	N	76	76	76	
Engagement	Pearson Correlation	.173	.627**	-.356**	1
	Sig.(2-tailed)	.133	.000	.001	
	N	76	76	76	76

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Own survey, 2023

Table 4.10 shows that there is a high positive association between transformational leadership style and employee engagement ( $R = .627^{**}$  and  $P = .000$ ).  $P$  is less than 0.01 or at 99% confidence level, indicating a significant association between the two variables. It also reveals a very little positive relationship between Transactional leadership style and Employee engagement ( $R = .173$  and  $P$

=.133), which is not statistically significant because P is more than 0.05 at the 95% confidence level. Finally, Pearson's association Coefficient ( $R = -.356^{**}$  and  $P = .001$ ) reveals a moderate negative association between autocratic leadership style and employee engagement, and the degree of their link is also significant with  $P = .001$  (less than 0.01 p-value).

In this regard, transformational leadership style and transactional leadership style have varied degrees of strong positive associations with employee engagement at Dashen Bank, as shown in table 4.10. In the contrary, authoritarian leadership has a negative correlation with employee engagement at Dashen Bank.

#### **4.6. Multiple Regression Assumptions**

The impact of leadership styles (transformational leadership style, transactional leadership style, and autocratic leadership style) on the dependent variable, employee engagement, was investigated using multiple regression analysis. To put it another way, multiple regression analysis was used to assess how much of the variance in the dependent variable could be predicted/explained by independent variables. To employ regression assumptions, five assumptions must be satisfied and has been done as follows.

##### **1. Sample Size Assumption:-**

The sample size assumption is satisfied since the researcher used 80 samples as three independent variables were used to predict a dependent variable, each independent variable should have at least 20 examples, for a total of at least 60 cases should follow as per normal standard.

##### **2. Normality Test Assumption:-**

To test this assumption, the researcher employed SPSS descriptive analysis and produced the results shown below in order to determine whether or not the dependent variable is regularly distributed. If either the Shapiro-Wilk or the Kolmogorov-Smirnov tests are statistically insignificant, the dependent variable is considered to be regularly distributed. As shown in Table 4.11, the significance threshold for both tests is more than 0.05, which

is statistically insignificant. As a result, both tests demonstrate that the dependent variable is normally distributed.

*Table 4.11. Test of Normality*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig	Statistic	df	Sig
Engagement	.077	76	0.200*	0.978	76	0.151

\* This is a lower bound of the true significance.

<sup>a</sup> Lilliefors Significance Correction

*Source: Own survey, 2023*

### 3. Non-Multicollinearity Assumption:-

The independent variables should not be multicollinear and should not be closely connected. If the correlation between independent variables is smaller than .70 or .80, this criterion is fulfilled. The correlations between the independent variables are .165, -.257, and .341, which are all less than the cut-off value of 0.70 and not strongly correlated, showing that the non-multicollinearity requirement is fulfilled, as shown in Table 4.12.

Table 4.12. Non-multicollinearity Test

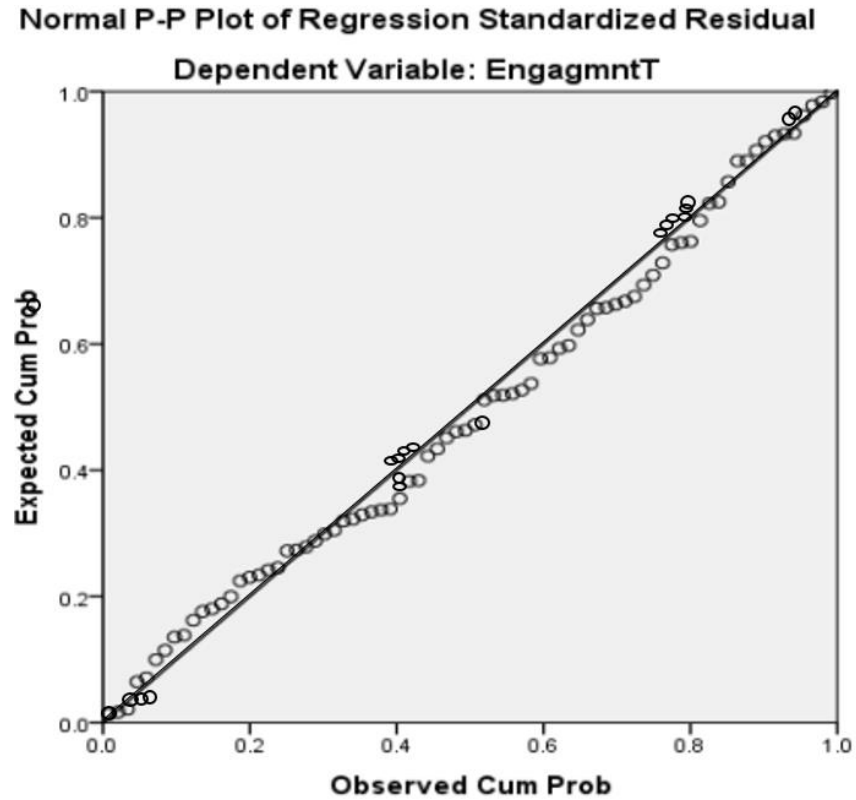
		Transactional	Transformational	Autocratic	Engagement
Pearson Correlation	Transactional	1.000	.165	.341	.173
	Transformational	.165	1.000	-.257	.627
	Autocratic	-.341	-.257	1.000	-.356
	Engagement	.173	.627	-.356	1.000
Sig. (1- tailed)	Transactional	.	.136	.001	.133
	Transformational	.136	.	.021	.000
	Autocratic	.002	.021	.	.001
	Engagement	.133	.000	.001	1.000
N	Transactional	76	76	76	76
	Transformational	76	76	76	76
	Autocratic	76	76	76	76
	Engagement	76	76	76	76

Source: Own survey, 2023

#### 4. Linearity Assumption:-

This assumption necessitates the existence of a linear connection between the dependent and independent variables. The regression analysis result can be used to validate this assumption. Figure 4.1 depicts a linear connection between dependent and independent variables.

Figure 4. 1: Linearity Test

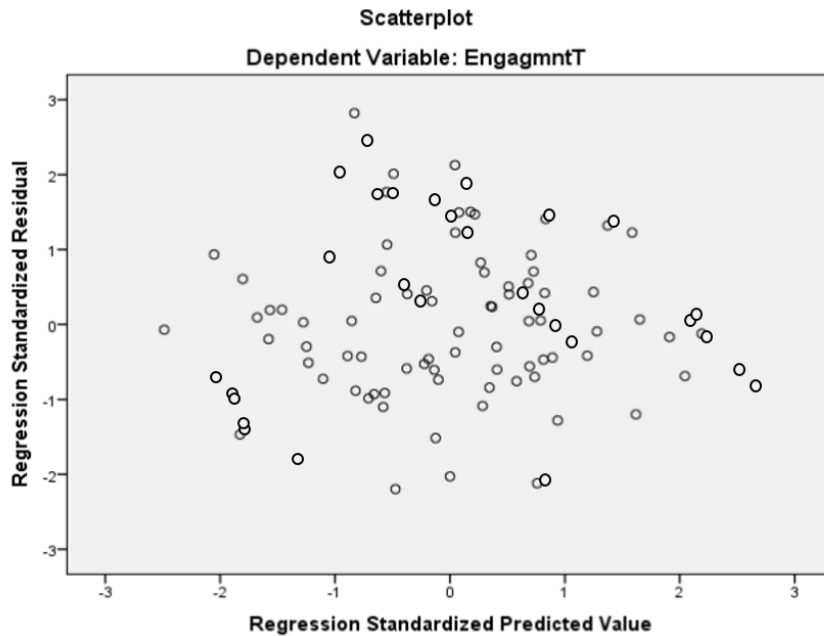


Source: Own survey, 2023

##### 5. Absence of Outliers Assumption:-

There should be no outlier values in the data if the regression analysis result is to be used. If any outlier data is found, it should be removed before continuing with the regression analysis. No outliers exist, Figure 4.2 shows no value lies outside the range of 3 and -3 on both the y and x axes.

Figure 4. 2. No Outliers Assumption Test



Source: Own survey, 2023

**Model Summary**

Table 4.13. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 <sup>a</sup>	.453	.421	.57691

a. Predictors: (Constant), Autocratic, Transformational, Transactional

Source: Own survey, 2023

According to the model summary in Table 4.13, the R Square (Square of Correlation Coefficient) of .453 indicates that the independent variables (Transformational Leadership Style, Transactional Leadership Style, and Autocratic Leadership Style) explain 45.3% of the variability in the dependent variable (Employee Engagement), which can also be interpreted as 54.7% of the variations in employee engagement are explained or predicted by factors other than or independent of the three leadership styles.

## Analysis of Variance (ANOVA )

Table 4.14. Analysis of Variance (ANOVA )

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	22.017	3	7.342	21.148	.000 <sup>b</sup>
	Residual	25.660	72	.345		
	Total	48.102	75			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Autocratic, Transformational, Transactional

Source: Field Study, 2021

The ANOVA summary table displays whether or not the regression model is a good fit for the researcher's data. As indicated in table 4.14, the independent variables (transformational leadership style, transactional leadership style, and autocratic leadership style) are statistically significant in predicting the dependent variable (employee engagement) with a p-value of .000, or 0.05. As a result, the ANOVA table demonstrates that the model utilized is a good match, implying that employee engagement may be significantly predicted from leadership style ratings.

Table 4. 15: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.398	0.476		3.021	.0028	.489	2.401
Transformational	.528	0.88	.524	5.722	.000	.347	0.719
Transactional	.236	.125	.175	1.881	.066	-.016	0.481
Autocratic	-.263	.088	-.277	-2.901	.006	-.439	-.079

Source: Field Study, 2021

When analyzed separately, the regression coefficients describe the predictive influence of independent factors on the dependent variable. According to table 4.15, transformational leadership style may positively and strongly predict employee engagement variability with  $p (.000)$ , which is less than 0.05 and significant, and with standardized coefficient, Beta (.524). This means that increasing transformational leadership by one unit leads in a 52.4% boost in employee engagement. With  $p (.065) > 0.05$ , transactional leadership has a moderately favorable influence on employee engagement, as does the standardized coefficient, Beta (.175). This shows that increasing transactional leadership by one unit resulted in a 17.5% shift or increase in employee engagement. The link between autocratic leadership style and employee engagement is negative but significant, as indicated by  $P (.005)$ , which is  $< 0.05$  and is therefore significant with standardized coefficient, Beta (-.277). According to this connection, one unit rise in autocratic leadership style resulted in a 27.7% fall in employee engagement.

#### **4.7. Discussion of the Results and Hypothesis Testing**

The researcher attempted to analyse the influence of three leadership styles on employee engagement and the significance of their effect on this same dependent variable in this study. According to the study's findings, there is a casual relationship between leadership styles and employee engagement at Dashen Bank, with various degrees of significance either positively or negatively. The regression study revealed that the more transformative the supervisors' leadership style, the more engaged the employees are in their job. As a result, the following hypothesis may be evaluated in this study:

**H01: Transformational-leadership-style has no significant effect on employee-engagement at Dashen Bank S.C.**

According to the regression analysis shown in table 10.15, the significance value of transformational leadership style is  $P=.000$ , which is less than 0.05 at the 95% confidence level, indicating that its influence is significant. The transformational leadership style's

standardized coefficient, Beta, is likewise positive and strong, with a value of 52.8% of variance predictability influence on employee engagement. Therefore, the researcher has rejected the first hypothesis based on a P-value of.000.

**H02: Transactional-leadership-style has no significant effect on employee-engagement at Dashen Bank S.C.**

The significance value of transactional leadership style is  $P=.066$  (greater than 0.05 at 95% confidence level), suggesting that its impact on engagement is insignificant, according to the regression analysis presented in table 10.15. Even if the effect is small, the standardized coefficient, Beta, of transactional leadership style has a slight positive influence on employee engagement, with a variance predictability of 17.5%. Therefore, the researcher accepted the second hypothesis based on a P-value of.066.

**H3: Autocratic-leadership-style has no significant effect on employee-engagement at Dashen Bank S.C**

The significance value of autocratic leadership style is  $P=.005$ , which is less than 0.05 at the 95% confidence level, showing that its effect on engagement is significant, according to the regression analysis presented in table 10.15. With a variation of 27.7%, the standardized coefficient, Beta, of authoritarian leadership style predictability effect on employee engagement is negative. Therefore, the researcher has rejected the third hypothesis with a P-value of.006.

Table 4. 15: Summery Results and Hypothesis Testing

Hypothesis	Description	Reason	Descion
H-1	Transformational-leadership-style has no significant effect on employee-engagement at Dashen Bank S.C.	-The significance value of transformational leadership style is $P=.000$ , which is less than $0.05$ at the $95\%$ confidence level, indicating that its influence is significant.  '- The significance value of transformational leadership style is $P=.000$ , which is less than $0.05$ at the $95\%$ confidence level, indicating that its influence is significant.	Rejected
H-2	Transactional-leadership-style has no significant effect on employee-engagement at Dashen Bank S.C	-The significance value of transactional leadership style is $P=.066$ (greater than $0.05$ at $95\%$ confidence level)  '-The standardized coefficient, Beta, of transactional leadership style has a slight positive influence on employee engagement, with a variance predictability of $17.5\%$	Accepted
H-3	Autocratic-leadership-style has no significant effect on employee-engagement at Dashen Bank S.C	-The significance value of autocratic leadership style is $P=.005$ , which is less than $0.05$ at the $95\%$ confidence level  '- A variation of $27.7\%$ , the standandized coefficient, Beta, of authoritarian leadership style predictability effect on employee engagement is negative	Rejected

## **CHAPTER FIVE**

### **5. SUMMARY OF MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter includes a summary of the research study's key results, conclusions formed from a review of related literature and the data analyzed in the preceding sections, and suggestions based on the drawn conclusions. It also offers some recommendations from the researcher for additional research on the issue.

#### **5.2. Summary of Major Findings**

The researcher examined the impact of leadership styles on employee engagement at Dashen Bank S.C. on a sample size of 80 persons who were conveniently picked from a 491 target group. The standard Multifactor-Leadership-Questionnaire (MLQ) developed by Avolio and Bass (1995) was used to collect primary data on respondents' perceptions of their immediate supervisors' leadership styles, as well as their own assessment of their engagement level using the Utrecht-Work Engagement-Scale (UWES) Questionnaire.

To predict the dependent variable (employee engagement), transformational leadership style with three (3) dimensions, transactional leadership style with three (3) dimensions, and autocratic leadership style with four (4) question items were used as independent variables. The main data obtained from respondents was evaluated using SPSS version 23.0, and different outputs were developed and assessed using various inferential and descriptive statistical approaches.

The findings for defining the dominant leadership style being displayed by Dashen Bank supervisors out of the three types of leadership-styles studied for the study reveal that all three leadership styles are practiced, albeit their degree of recurrence varies as reported by the respondents. Transformational leadership is the most widely utilized leadership style, with a mean value of 3.50, which is higher than the national average, according to the descriptive analysis results. Whereas Transactional leadership is the second practiced style as per the analysis which accounts 3.01 mean value. The remaining autocratic leadership has also significantly utilized with

the mean value of 2.97. As a result, it appears that the majority of Dashen Bank executives use transformational leadership rather than transactional or authoritarian leadership styles. With a mean score of 3.22, employee engagements was also assessed as modest.

Pearson's Correlation Coefficient has been used to measure the correlation analysis to assess the degree of strength of relationship between dependent-variable (employee engagement) and independent-variables (transformational-leadership-style, transactional-leadership-style, and autocratic leadership style); transformational-leadership and employee-engagement have a high positive correlation with ( $R=.627$  and  $P=.000$ ), indicating a strong positive relationship between the two variables.

A minor positive relationship between transactional leadership style and employee engagement was discovered in the correlation analysis for the other two leadership styles ( $R=.173$  and  $P=.133$ ). Autocratic leadership has also been shown to have a substantial negative relationship with employee engagement ( $R=-.356$  and  $P=.001$ ). Even if the association is minor, transactional leadership has a positive relationship with employee engagement. Autocratic leadership style on the other hand, has a negative correlation with employee engagement and has a significant effect.

In order to measure independent factors' predictive influence on the dependent variable, multiple regression analysis was used. As a result, the first assessment was to determine the cumulative predictive power of the independent variables on the dependent variable, and it was discovered that transformational leadership style, transactional leadership style, and autocratic leadership style (independent variables) can explain 45.3% of the variability in employee engagement (dependent variable) in Dashen Bank, even when other factors that may affect engagement were not considered.

One of the results of the regression analysis, ANOVA, revealed that the three independent variables are statistically significant to predict the dependent variable (employee engagement) with  $P=.000$ , which is less than the threshold significance value of .05 at 95% confidence level. This also suggests that the model is a strong fit for suggesting that the scores of leadership styles may be used to predict employee engagement. Regression coefficients were developed as another output of regression analysis to examine the independent variables' individual contribution to the variability of the dependent variable.

As a result, transformational leadership has been demonstrated to positively and robustly predict employee engagement variation, with individual prediction power of 52.4% and a significance level of  $\beta = .000$ , which is less than .05. However, transactional leadership style has a limited positive predictive power of 17.5% of variation in employee engagement and is also insignificant with a Beta value greater than .05. Similarly, autocratic leaders have a negative strong prediction power of 27.7% of variance in employee engagement, and this power is significant with a Beta value of  $\beta = .006$ , which is less than .05.

The study also evaluated the hypothesis of variables at Dashen Bank S.C. and reach to the following conclusions;

- Transformational leadership ( $H_{01}$ ) has no significant influence on employee engagement and was rejected since the significance value of transformational leadership is  $P = .000$ , indicating a significant link with a Beta value of  $\beta = .524$
- Transactional leadership ( $H_{02}$ ) has no significant effect on employee engagement and was accepted because the significance value of transactional-leadership-style is  $P = .066$  and the relationship between the two variables is insignificant with a Beta value of  $\beta = .175$
- Autocratic leadership ( $H_{03}$ ) has no significant influence on employee engagement and was rejected since the significance value of autocratic leadership is  $P = .006$ , showing that the link is significant with a Beta value of  $\beta = -.277$

### **5.3. Conclusions**

The following findings were made in the purpose of addressing the study questions, based on an evaluation of primary data received from sample bank personnel and secondary data examined. Based on the analysis' outputs and results, it is feasible to conclude that all three types of leadership styles explored in this study are practiced in Dashen Bank. to varying degrees. According to the descriptive analysis Transformational leadership is used more frequently by supervisors in Dashen Bank than Transactional leadership and Autocratic leadership, which are used less frequently, as viewed by employees however the test result has indicated that, both transformational and transactional leadership styles has positively affect employee engagement at Dashen Bank S.C.

Employees see authoritarian leadership as the least favorable leadership style which greatly adds to employee disengagement.

The subordinates' engagement level increases significantly. When they utilize a transactional leadership style, however, the favorable effect of their leadership role on engagement is fairly limited when immediate supervisors demonstrate transformational leadership in all three dimensions (idealized-influence, inspirational-motivation, and intellectual-stimulation).

To summarize, Dashen Bank employees select leadership styles that provide them more autonomy on the job, stimulate creativity and innovation, and contribute to their personal growth. In addition the researcher has observed the selected sampled respondents more likely to prefer psychological satisfaction or intrinsic values and personal development over extrinsic values such as contingent reward as they were professional employees.

The study's findings also revealed that Dashen Bank employees' overall engagement level is slightly higher than average, which can be attributed to more application of the transformational-leadership-style, which positively affects employee engagement as demonstrated by the correlation analysis, than the other two leadership styles considered in the study, which either negatively or marginally positively affect employee engagement.

Therefore, in terms of employee engagement, it can be deduced that Dashen Bank employee level of engagement may be raised or increased if supervisors use ideal proportions of leadership style while dealing with their subordinates. If the bank wants to fully engage its workforce in its effort to survive in Ethiopia's fiercely competitive financial or banking sector and to be competitive with the new the government plan to open financial sector to foreign giant banks, it must use transformational leadership style frequently, transactional leadership style in some situations, and avoid autocratic leadership style as much as possible.

## 5.4. Recommendations

Based on the outcomes of this study, the student researcher recommends the following to Dashen Bank S.C. with regards to Employee engagement and their leadership styles.

- The bank should also encourage its managers and supervisors to use transformational leadership styles, as this leadership style has a significant and favorable impact on employee engagement. As part of promoting this leadership style, the bank should provide leadership capacity building training programs for its managers and supervisors, particularly given the substantial positive association between employee engagement and transformational leadership style.
- As per current competitive environment, Dashen Bank S.C. should increase its current level of employee engagement, which is slightly higher than average or moderate, according to the study's findings. The bank should conduct an in-house research study on employee engagement on a regular basis and provide a continuous basis of capacity-building leadership trainings and development programs that helps to promote transformational leadership styles, which positively affect employee engagement, and should work on to reduce in the application of autocratic leadership styles, which negatively affect employee engagement.
- Frequent employee engagement surveys should be conducted to determine the level of engagement among its employees so that appropriate engagement boosting methods may be applied to improve the bank's overall engagement level. This should not be a one-time event, but rather part of the bank's ongoing operating policy.
- Informal communication should be applied and management must communicate with employees as friends and generate a sense of confidence and reliability in the task they undertake.
- The bank should prohibit its managers and supervisors from exhibiting authoritarian leadership styles, as this reduces staff engagement and has a substantial impact. Meanwhile, the impact of transactional leadership on engagement is small and good, and the bank should counsel its executives to use it only when necessary.

- The bank should recognize its workers' contributions to the company's success by ensuring that their efforts are acknowledged and their efforts should be valued, all the required resources are provided. Innovative and creative ideas should be encouraged, and that training and learning opportunities for personal and career development are fairly distributed among all employees. By implementing these employee engagement-boosting measures, the bank should improve not only the engagement level of its employees, but also increase employee contribution, commitment and loyalty to the bank.

### **5.5. Suggestion for Future Research Studies**

Given the constraints highlighted in this study, several solutions for overcoming the limits can be proposed for consideration in future investigations.

- This survey used 80 sample sizes and was limited to personnel working at the bank's headquarters. So, in the future, the quality and implications of comparable research may be enhanced by using bigger sample sizes and including more personnel from as well as the bank's branches
- Similar research studies involving sectors other than the banking industry can be done in the future to better quantify employee engagement and its relationship with various leadership styles across different industries or business sectors.
- Additional research will be advantageous if other variables such as work environment, organizational culture, or human resource policy are addressed in addition to leadership styles when analyzing their influence on employee engagement.

It is highly recommended that in the future, the integration of employee engagement and the function of leadership styles across many banks be explored further since it aids in manipulating and sustaining in a highly competitive market.

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# APPENDICES

## I. Questionnaire



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

BUSINESS LEADERSHIP MASTERS PROGRAM

Questionnaire to be filled by Employees of Dashen Bank S.C. HQ

- Research Topic: THE ROLE OF LEADERSHIP'S STYLE ON EMPLOYEE ENGAGEMENT IN THE CASE OF DASHEN BANK S.C.
- Name :- Yohannes Wossenu
- Address: Addis Ababa , Lideta Sub-city, Tel: +251911601910
- Email: [yohanneswossenu@yahoo.com](mailto:yohanneswossenu@yahoo.com)

Dear Respondents,

Dear responders, first and foremost, I would like to express my gratitude for your permission to accept my enquiry and willing to give your valuable time to complete this questionnaire. The goal of this questionnaire is to collect information for the research project titled "THE ROLE OF LEADERSHIP STYLE ON EMPLOYEE ENGAGEMENT: THE CASE OF DASHEN BANK S.C." in order to provide possible recommendations based on the results' tendencies. The information you submit will be kept totally secret and used solely for this research. As a result, I humbly seek your kind cooperation and honest replies to the few questions included, which will not take more than 15 minutes of your valuable time.

### SECTION 1 – DEMOGRAPHIC QUESTIONS

Please answer the questions below. This questionnaire is anonymous and will remain private and confidential.

- Tick either **✓** or **X** inside in each box

1. **Gender:** Male  Female

2. **Age :**

18 – 25 years  26 – 35 years  36 – 45 years  46 – 50 years  over 50 years

3. **Education :**

BA /BSC  MA /MSC  PHD Degree  Others

4. **How long do you serve at Dashen S.C. Bank**

1-5 years  6-10 years  11-15 years  Above 15 year

**SECTION B - MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ)**

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**1. Transactional Leadership Style**

**1.1 Contingent Reward (CR)**

- 1. My Manager is very clear about who is responsible for meeting performance goals.
- 2. My Manager makes it clear what may be expected when performance objectives are met.
- 3. Clear reward has been set for an employee in accordance with their contribution and performance

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. My Manager is very clear about who is responsible for meeting performance goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My Manager makes it clear what may be expected when performance objectives are met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Clear reward has been set for an employee in accordance with their contribution and performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.2. Management By Exception Active (MBEA)**

- 1. My Manager devotes all of his or her time to dealing with errors, complaints, and failures.
- 2. My Manager concentrates on errors and mistakes from basic standards.
- 3. My Manager records all errors.

1. My Manager devotes all of his or her time to dealing with errors, complaints, and failures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My Manager concentrates on errors and mistakes from basic standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My Manager records all errors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**1.3. Management By Exception Passive (MBEP)**

- 1. My Manger waits for things to go wrong before intervene.
- 2. My Manager demonstrates that we should not make things unless if it is damaged.
- 3. My Manager does not intervene until situations grow critical.

**2. Transformational Leadership Style**

**2.1 .Intellectual Stimulation (IS)**

- 1. My manager teaches people new perspectives on perplexing issues.
- 2. My manager encourages people to reconsider previously unquestioned beliefs.
- 3. My manager provides others with new ways of looking at puzzling things.

**2.2. Inspirational Motivation (IM)**

- 1. My manager assists me in finding significance in my job.
- 2. My manager set clear direction what we can accomplish.
- 3. In short terms my manager describes what we could and should accomplish.

**2.3. Idealized influence (II)**

- 1. I have full trust in my manager
- 2. I feel honored to be affiliated with my manager.
- 3. My manager makes people feel wonderful by being around him or her.

**3. Autocratic leadership style (ALS)**

- 1. My manager is the ultimate arbiter of employee performance.
- 2. My manager feels that staff must be closely monitored or they will fail to do their tasks.
- 3. My manager issues commands and defines processes.
- 4. My manager generally feels that staff must be rewarded or punished in order to be motivated to reach organizational goals.

### Employee Engagement Rater Form –Adapted

Please mark with √ or X the number that corresponds to how involved you are in your employment using the response options below. Please reply to each of the statements using your current or most recent employment experience.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am capable of working for extended periods of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I'm brimming with enthusiasm at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. It is tough for me to separate myself from my profession.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. It is tough for me to separate myself from my profession.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. When I'm working, I lose track of everything else.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I feel powerful and vigorous at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I feel my work to be meaningful and purposeful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Mentally, I am highly resilient in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. When I get up in the morning, I feel like going to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I want to go to work when I get up in the morning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I enjoy my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. When I am working hard, I am pleased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. My job is difficult for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. When I'm working, I tend to get carried away.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. When I'm working, time seems to fly by.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I am pleased with the results of my contribution to my company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## I. Tables

Table 4.14. Analysis of Variance (ANOVA )

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	22.017	3	7.342	21.148	.000 <sup>b</sup>
	Residual	25.660	72	.345		
	Total	48.102	75			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Autocratic, Transformational, Transactional

Source: Own survey, 2023

Table 4. 15: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.398	0.476		3.021	.0028	.489	2.401
Transformational	.528	0.88	0.524	5.722	.000	.347	0.719
Transactional	.236	.125	.175	1.881	.066	-.016	0.481
Autocratic	-.263	.088	-.277	-2.901	.006	-.439	-.079

a. Dependent Variable: Engagement

Source: Own survey, 2023

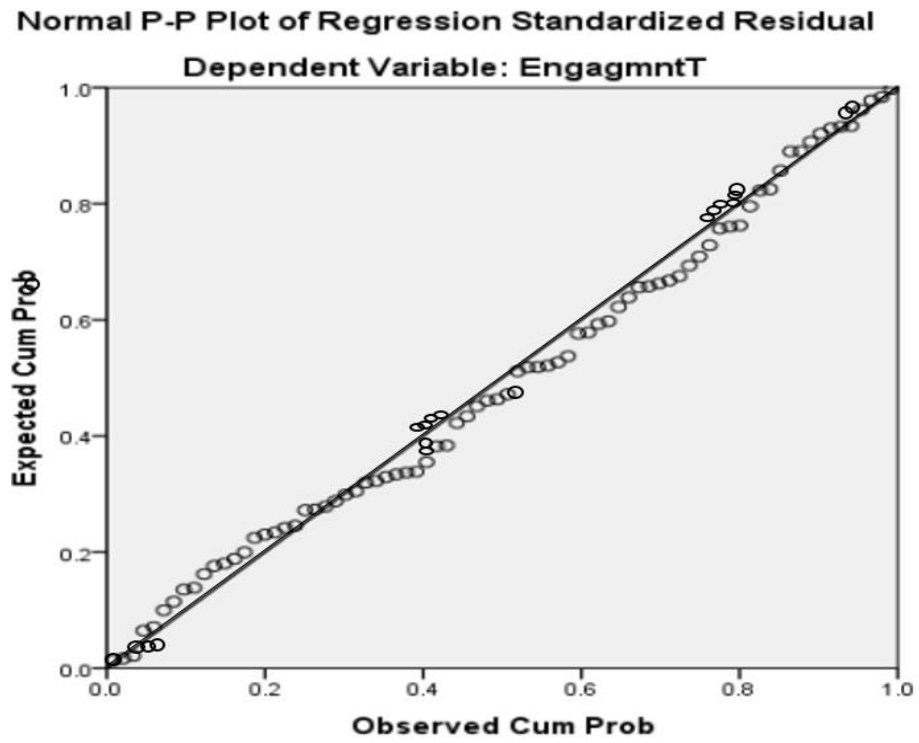
Table 4. 13: Model Summary

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.681 <sup>a</sup>	.423	.510	.56751

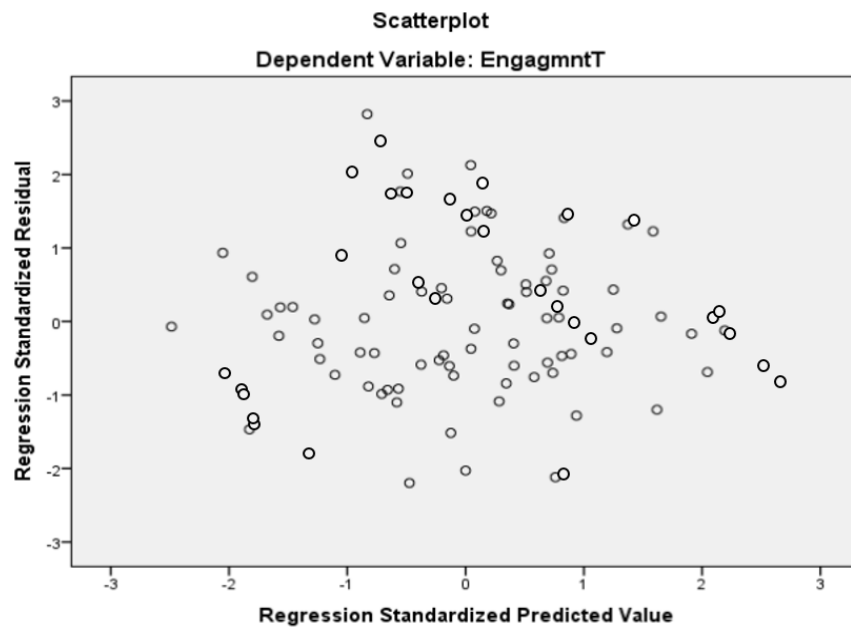
a. Predictors: (Constant), Autocratic, Transformational, Transactional

Source: Own survey, 2023

## II. Charts



*Source: Own survey, 2023*



*Source: Own survey, 2023*