

THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE
ENGAGEMENT: IN THE CASE OF ZAMZAM BANK HEAD
OFFICE

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DECLARATION

I, Ekram Abdulaziz declare that the work included in this research is my own work carried out by me under the guidance of my advisor. It has not been submitted for any other purpose to any other higher education institution/s. I also declare that I have adhered to all principle of academic honesty and integrity have not misrepresented or fabricated or falsified any idea/data/fact/source in my research and the source used is dual acknowledged. I understand that any violation academic integrity will be cause for disciplinary action by institution.

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ADVISOR’S APPROVAL SHEET

This is to certify that the research project done by the student Ekram Abdulaziz, under my advisee, has completed the project “THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE ENGAGEMENT: IN THE CASE OF ZAMZAM BANK HEAD OFFICE”. As a result, I verify that the student has met the criteria and is permitted to present the dissertation to the department for further review by the examiners.

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CERTIFICATION SHEET

In these sheets, the advisor, internal and external examiners declare for EKRAM ABDULAZIZ final defense, we have contributed in thoroughly studying, examining and we have analyzed the thesis titled "THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE ENGAGEMENT: IN THE CASE OF ZAMZAM BANK HEAD OFFICE ". As a result, we are certifying that the thesis has been approved in partial fulfillment of the criteria for the Master's Degree in Business Leadership.

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LIST OF ACRONYMS

EE	Employee Engagement
ELER	Employee Leadership Style and Engagement
LF	Laisse Faire Leadership Style
MBE	Management by exception
MLQ	Multifactor Leadership questioner
Sig	Significant
SPSS	Statistical Package for the Social Sciences
Std.	Standard Deviation
TC	Transactional Leadership Style
TF	Transformational Leadership Style

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ABSTRACT

The study aims to investigate what is the role of leadership style (transactional leadership, transformational leadership style and last of all Laissez-faire leadership styles) on employee engagement in the case of Zamzam bank head office. The study was conducted in Zamzam Bank Head Quarter, the first Islamic interest free bank in Ethiopia. A quantitative research design was employed in which 118 valid structured questionnaires were obtained after distributing 119 questionnaires to employees obtained by conducting a systematic random sampling method. The research utilized both an explanatory and descriptive approach research design. The study used quantitative method using Likert scale adapted and modified version of MQL and Gallup Organization questionnaire and the collected data was statistically analyzed using SPSS version 20. The findings from the study show us that there is a significant and positive association of employee engagement with the two dimensions of leadership style namely transactional and transformational, and a non-significant and negative association with the laissez's faire leadership. Transactional leadership style had the most significant and influential impact on the outcome variable compared to other leadership style. Based on the findings of in this study, it can be determined that for Zamzam Bank to increase employee engagement, managers ought to exhibit behaviors and styles that related to transactional and also adding transformational leadership style may additionally motivate people to be more engaged in their work.

Key Words: Leadership Style, Employee Engagement, Transactional leadership styles, Transformational leadership styles, Laissez-faire leadership styles

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

A broad idea that encompasses nearly every aspect of the management of human resources that we have been familiar with up to this point is employee engagement. It is critical in the corporate sector because it is one of the most important factors in developing a successful business. Employee engagement relates to employees' dedication, hard work, and intention to stay with the firm (Nortje, 2010). Unmotivated employees are known to put in minimal effort on work assignments, create lower-quality work, avoid the workplace, and even leave their jobs if given the option. On the other hand, motivated employees are likely to willingly take on tasks, produce work of high quality, and be creative, persistent, and productive. It shows that how the effect of employee in driving the organization effectiveness.

There are many factors that influence employees' level of engagement including by those in control of organizations, which means the managers, supervisors and leaders of the organization. Leadership is a complex notion that cannot be captured in a few phrases. Many definitions with theoretical foundations defined it as an individual's ability to persuade a group to pursue a common purpose. According to (Posner, 2007) he defines it as an interaction between two or more people that results in some form of activity that leads to a production that meets a predetermined consensus or standard. (Yukl, 2006) stated that, a leader's responsibility is to support both teams and individuals in their dedication toward achieving a shared objective or goal, as well as successfully convincing the people they lead of what has to be done and how it ought to be accomplished.

Effective leadership and employee engagement have become crucial for corporations aiming to establish a competitive edge in the worldwide economy (Macey, 2008). Although leadership plays an essential role in an organization, both leaders and employees have to collaborate together to attain corporate targets and contribution change. This suggests that managerial skills should be regarded as having the capacity to establish and sustain a team that surpasses its rivals.

Knowing the association underlying leadership with the level of employee engagement serves as essential tool for executives who want to assist their subordinates achieve positive outcomes. Employee engagement is recognized as a beneficial notion in any organization since it is linked to a number of favorable outcomes such as productivity, job satisfaction, motivation, dedication, and a low turnover intention. Engaged employees are known to increase efficiency, make customer happy and improve the productivity level (Buhler, 2006).

This research, therefore, concentrate on employee engagement because it is a critical component of driving a successful organization just like other performance metrics. It is stated that a good leadership is required to increase employee engagement in any organization (Avolio, 2009) and research shows that engaged employees contribute considerably to an organization's success (Rodrigues da Costa, 2019). In the banking industry, HR initiatives have a significant impact on employee engagement which will eventually lead to organization success as a whole. As a result, understanding the relationship between leadership style and employee engagement is crucial for maintaining a competitive edge and driving growth in the banking industry, as proven by Zamzam Bank.

This study seeks to clarify the purpose of leadership style impact on employee engagement through an examination based on solid theoretical frameworks and empirical analysis. Therefore, this research project will be useful, as it will provide practical recommendations to boost organizational success and effectiveness. The results of this research have the potential to significantly increase Zamzam Bank's leadership practices as a new banking organization, as well as provide helpful guidance to other banks and organizations looking to improve their performance in similar settings. Any category of leader in the same or different organization can study this study to determine how their leadership style approach affects engagement levels. It is extremely important to understand leadership and how it contributes to employee engagement at all levels, as research shows that even first-line supervisors have a direct impact (Gibbons, 2006).

1.2 Statement of the Problem

Leadership is important when properly implemented and supported in any organization, it helps to establish a new mindset in terms of mentality and behaviors (Iannotta, 2020). A highly successful leader stimulates and encourages fellow employees to work together toward a shared vision,

cultivates an enjoyable work environment, and stimulates cooperation and innovation (Bass B. M., 1985). The vital role of an effective leadership style has received widespread scrutiny, notably in the banking sector. Recent research in Pakistan have looked on the relationship between leadership style and organizational success. A study done in Pakistan by (Asrar-ul-Haq, 2016) shown that the importance and problems of leadership in business have expanded in recent years as a result of economic stress and altering monetary policies. Furthermore, the need for skilled leadership has grown due to lengthy hours at work, tension, a lack of self-dedication, job dissatisfaction, and significant resignations of employees in financial institutions.

The importance of addressing problems with leadership stems from the potential repercussions for the sustainability of an organization, since leadership deficiencies can result in poor staff engagement, the public dissatisfaction, bankruptcy, or even liquidation. Numerous entities in Nigeria's banking industry have been reporting cases of wrongdoing in banking practices, higher turnover of employees, failure to meet fundamental required duties as well as an ongoing economic depression syndrome, which has culminated with several bank mergers and acquisitions. It's perhaps that this is caused by of ineffectual leadership (Ojokuku, 2013).

In Ethiopia, there is an increasing recognition of the critical value of researching more thoroughly into leadership types and the effects they have for employee engagement. According to (Gemed, 2020), Transformational leadership is showing a favorable link with workers level of engagement and uplift innovation, whereas transactional leadership has a strong positive link with employee task performance. But when we come to laissez-faire, the study state that it had a negative impact on work performance. Ethiopian banks have an important contribution to the nation's economy as a whole and their unique opportunities and challenges call for customized approaches to leadership. Although there are several studies that available on the internet, they are mostly centered on developed nation contexts. The specific mechanisms in which leadership styles promote employee engagement is not deeply studied particularly in the Ethiopian banking sector. The aim of these research is to examine the how leadership style practices affect the level of employee engagement at Zamzam Bank. The evolving nature of work in any organization, exacerbates the association between leadership style and employee engagement. Understanding the characteristic and behavior of leader may effectively engage employees in various work scenarios leading towards organizational success.

1.3 Research Questions

1. What is the effect of transformational leadership style on Employee Engagement in Zamzam Bank?
2. What is influence of transactional leadership style on Employee Engagement in Zamzam Bank?
3. What is impact of laissez faire leadership style on Employee Engagement in Zamzam Bank?
4. What is the level of employee engagement in Zamzam Bank?
5. What is the predominant leadership style in Zamzam Bank?

1.4 Objective of the Study

1.4.1 General Objective of the Study

The general objective of this study is to investigate the role of leadership style on employee engagement in the case of Zamzam bank head office.

1.4.2 Specific Objective of the Study

1. To examine the effect of transformational leadership style on Employee Engagement in Zamzam Bank.
2. To investigate influence of transactional leadership style on Employee Engagement in Zamzam Bank.
3. To assess the impact of laissez faire leadership style on Employee Engagement in Zamzam Bank.
4. To determine the level of employee engagement in Zamzam Bank.
5. To determine the predominant leadership style in Zamzam Bank.

1.5 Significances of the Study

The significance of this research stems with its ability to provide major views on transactional, transformational and laisses faire leadership style and their link to improving engagement level in employees to the domains of academia and practice, particularly in regards to Zamzam Bank's headquarters. The research will help to strengthen Zamzam bank employee interactions with their managers and supervisors while also achieving the organization's mission. The study can also be utilized to build leadership development programs for other banks and other organization. Since it

is based on employee feedback from the questionnaires, thereby enhancing both staff enthusiasm and organizational success. The study's findings will provide valuable advice to Zamzam Bank's leadership on how to enhance its systems and leadership styles in order to build an engaged culture, which is critical for enhancing worker commitment, motivation, and satisfaction.

1.6 Scope of the Study

The scope of this research is limited to the Zamzam Bank headquarters, which is located around Bole. The research work will conceptually focus on the leadership styles and its impact on employee engagement. It will only be centered on Transactional leadership, Transformational Leadership and laissez faire Leadership style and evaluate how they will influence the engagement of the staff members. Quantitative research is to be conducted in terms of methodology to gather data. Although the primary focus of the study is still on Zamzam Bank, it also aims to generate data and insights applicable to other banks and financial institutions operating within similar socio-cultural and economic environments in Ethiopia.

1.7 Limitation of the Study

One limitation that occurred during the research thesis process is the constraint of limited time when carrying out this investigation. Lack of time has been a major obstacle since it limits the scope and depth of research that can be carried out. These could jeopardize comprehensiveness and thoroughness for the research. Despite time limitations, the researcher used the given time appropriately and strived to contribute beneficial knowledge about how leadership style affects worker engagement in the setting of Zamzam Bank's headquarters.

1.8 Organization of the Study

There are one to five chapters in the current study. The first chapter covers the following topics: the study's introduction, background of the study, problem statement, objective, relevance, scope, limitations, organization, and definition of key operational terms. An outline of the study's hypothesis as well as the theoretical underpinnings of employee engagement and leadership are provided in the second chapter. The study design and methodology that were employed to look into the research problem are covered in the third chapter. The analysis is covered in the fourth chapter, and the study's conclusion, recommendations, and summary are covered in the fifth chapter.

1.9 Definition of Operational Term

- 1) Leadership Style: A leadership style is a leader's manner of offering guidance, carrying out plans, and encouraging people (Kotter, 2001).
- 2) Employee engagement: It is defined as a higher psychological and cognitive connection that an individual has for their position in the organization, administration, or colleagues, the sense that in turn, motivates him or her to apply more discretionary effort to his or her work (Gibbons, 2006).
- 3) Transformational Leadership: These leadership strategies are said to have an impact on inspiring and transforming personnel to be more mindful of the results of their work, initiating their highest order requirements, and forcing them above their own personal goals for the sake of the company at large (Bassi, 2007).
- 4) Transactional Leadership: A leadership style in which its main objective is to maintain adherence to the organization's set norms and standards by rewarding subordinates for their positive actions and disciplining them for their poor ones (Bass B. M., 1985).
- 5) Laissez-faire leadership: These is a type of leadership style where leaders collaborate among themselves and provide their subordinates the freedom to make decisions (Cherry, 2019).

CHAPTER TWO

2. THEORETICAL LITERATURE REVIEW

2.1 Introduction

In order to achieve this goal, the chapter presents a theoretical framework that explains the relationship between leadership styles and employee engagement in the workplace. The literature review is organized into four sections: theoretical framework, an empirical review of related research, conceptual framework, and study hypothesis. The literature search helps locate and identify pertinent papers and other materials for the study.

2.2. Leadership

In the mid-1980s, the idea of leadership first emerged. However, there was little understanding for a very long time about the nature of fields and their significance as disciplines. According to (Stogdill R. M., 1948), there were not many additional valid generalizations in the literature, with the exception of a few nuggets like the idea that leaders are marginally taller and slightly wiser than their followers. The field of leadership studies is always evolving, just as the idea of leadership itself is still evolving.

There are several definitions of leadership that vary depending on how the field has developed, the role and style of the leader, and the most recent definition emphasizes the impact the leader has on their followers. However, the researcher focused more on the impact theme because this research more closely reflects ridiculous descriptions. It is stated by (Daft, 2023) , that leadership is an alignment of impact between leaders and followers who aim to bring about actual improvements, progressive change and eventually a good outcome that align with the shared objectives of both parties. This has been reinforced by research that shows that the primary means of leadership that exists amongst people is influence.

2.2.1 Leadership Theories

Leadership is very different from management in that it has a deeper significance than just administrative tasks. Leaderships have a variety of characteristics that result from various perspectives on philosophy. This section discusses few leadership theories that are particularly relevant to the study of leadership style and employee engagement.

2.2.1.1. The Great Man theory

This theory is based on the notion that, in contrast to ordinary individuals, leaders are born with extraordinary natural traits and are meant to be in areas of leadership. (Ololube, 2013) states that great leaders are born, not developed or educated to be one, and that outstanding men have an innate capacity for leadership. These theories are based on ideas which portray leaders as legendary figures who are destined to climb to higher positions of responsibility. Because leadership, particularly those in the military, was viewed as predominantly a male attribute at the time (Amanchukwu, 2015). Thomas Carlyle asserted in his great man concept that leaders were created as well as that only men blessed with outstanding qualities are capable of becoming leaders. He believed that great men were born and not made (Ahmed Iqbal, 2021).

2.2.1.2. Trait approach theory

The Trait Approach sought to pinpoint the essential traits of effective leaders. with the intention of seeking out, selecting, and assigning individuals with these attributes to leadership roles. This tactic aimed to pinpoint crucial leadership qualities that set a prospective leader apart from the general public. This approach is still widely used, especially in military environments, to assess applicants for commissions.

According to (Amanchukwu, 2015), the trait theory, some people are born with specific traits or qualities that make them better suited for leadership roles. Leaders who share particular personality traits or behavioral characteristics are often the focus of trait theories. Many people have started to doubt the idea that, if certain traits are crucial for leaders and leadership, then how can we account for those who possess these traits but are not leaders? Scientists finally had to shift their perspectives in order to find new reasons for effective leadership due to discrepancies in the association involving leadership traits with effectiveness.

2.2.1.3. Behavioral theory

This form of leadership approach on a leader's behavior rather than their personal characteristics. Different behavioral patterns have been acknowledged and defined as leadership styles. According to behavioral theories of leadership, great leaders are nurtured instead of being created. This leadership ideology emphasizes the actions of leaders over their cognitive traits or intellectual states of mind (Amanchukwu, 2015).

2.2.1.4. The situational approach

According to situational theory, those in power ought to base what they decide on the circumstances of the situations (Amanchukwu, 2015). Various styles of leadership may be more appropriate for certain sorts of decision-making. Within the framework of situational theory, successful management is tailoring one's leadership style to the situation, which means it might be better to favor authoritarian leadership when the individual in charge is an expert and democratic leadership when group members or followers are competent.

The notion of situational leadership imply that a leader's approach should be customized to the maturity of staff members (Bass B. M., 1997). According to the situational leadership paradigm, there is no optimal way to lead, and supervisors who want to be advantageous must be willing to modify themselves to the surrounding work environment (Ahmed Iqbal, 2021).

2.2.3 Leadership styles

Numerous researchers put forward different perspectives on the development of studies over time, presenting different understandings of the concept of leadership style. (Stogdill R. M., 1948) stated that a leader's approach represents a specific strategy and proficiency aimed at attaining organizational goals and affecting all aspects of the company's operations. (Fiedler, 1969) described the leadership style as a system of relationships in which an individual uses his or her authority and methods to bring together a group of people to achieve a common objective.

Leadership styles have a significant impact on employee and company growth. (Woodard, 2022) underscored how important it was for those in power to understand the behavior of individuals within their organization in order to develop their leadership approach, as a suitable style of leadership may drastically affect the performance of employees and the organization as a whole.

In these studies, we will examine transactional leadership style, transformational leadership style and laissez faire leadership styles.

2.2.3.1 Transformational leadership

Transformational leadership describes leaders who seek out-of-the-box ideas and perspectives to pave the way for the organization's future growth and prosperity. Transformational leaders are viewed as empowering, inspiring workers to thrive at their absolute best and surpass their past shortcomings (Abasilim, 2019); (Burns, 1978). This leadership style, which requires the collaborative efforts of all staff members, is one of the most important leadership philosophies for attaining company goals. The employees can be content with how they interact while upholding their values because the qualities of these leaders are centered on transforming individuals by paying attention to ideal destinations and prioritizing sharing a common objective among each other. By fostering enthusiasm, dedication, in addition loyalty in employees. these types of leaders bring together members of the organization to make major modifications to the organization's foundation in order to be geared up and master the skills required to advance in new directions and surpass the predetermine goal (Mirkamali, 2014).

A transformational leader is someone who moves their followers beyond their immediate self-interests. It increases the follower's maturity and values, as well as concerns about success, personal development, and the well-being of others around them and the organization (Bass B. , 1999). Bass identified four transformative leadership behavior elements: idealized influence, inspirational motivation, intellectual stimulation, and customized consideration (Stewart, 2006).

- **Idealized Influence:** These shows that they serve as inspirations for many people also known for being charismatic. They are usually loved, adored and highly respected leaders. They are people that lead followers toward them, be someone who they can relate to and aspire to be like them. The leaders possess a strong vision plus a profound purpose and mission commonly shared, and they are prepared to take any type of risks that may come along the way.
- **Inspirational Motivation:** They are known to operate in ways that inspire, excite, and challenge their followers. These leaders successfully express expectations and show a dedication to goals and a common vision.

- **Intellectual Stimulation:** Transformational leaders actively pursue innovative ideas and operational techniques. They never publicly reprimand or criticize others, instead encourage them to be innovative.
- **Individualized Consideration:** Transformational leaders prioritize people's capabilities and interests. These people of influence promote an environment that encourages as well as respects individual differences and encourage the collaboration with followers.

2.2.3.2. Transactional Leadership

Transactional leadership is most commonly described as a cost-benefit exchange involving those who lead and those who follow (Kuhnert, 1987). These leadership style particularly arose in the late 1970s and early 1980s, began to shift toward their specific perspectives on a leader surroundings and his followers. It was more in favor of methods that placed a larger focus on interactions among leaders and followers. A lot of scholars see transactional leadership as a standard style of leadership (Hsu, 2002). This type of leadership adheres to being quite common and conventional pattern of leader-follower interactions in organization who mostly think of it as merely an exchange of deals (Howell, 1993).

According to (Sultana, 2015), interpersonal relationships are only a series of exchanges. This leadership style is based on incentive, punishment, trade of money, psychological and physiological exchanges, along with other such transactions. In simple terms, a leader is an individual who directs a group and assigns responsibilities to followers in exchange for money. If the follower performs their duties efficiently, they will be rewarded with preconditioned terms, but failure will result in punishment. This is how a transactional leader manages groups. Transactional leadership is described using two common aspects.

Contingent Reward (CR)

According to (Bass B. a., 1994) , this leadership practice was seen to be a sort of contingent-reward leadership with a constant and constructive interchange between leaders and followers, in which followers received reimbursement or acknowledged for achieving agreed-upon goals. This type of leadership style's core approach is considerably different from that of transformative leadership. When team members accept a position, they promise to obey their leader and they are compensated by the company for their efforts. The leader has the authority to reprimand team members if their

work does not match the required standard. The basic working connections between employees and managers or leaders are based on this transactional exchange, in which effort is exchanged for remuneration (Ahmed Khan, 2016) .

Management-By-Exception (MBE)

In management-by-exception, staff members are accountable for examination and oversight alongside operational processes subsequently followed to guarantee that duties related to leadership have been accomplished (Gill, 2012). Management-by-exception is classified into two forms active as well as passive management. The distinction between the two is that a leader addresses difficulties as they arise, either actively or passively. A passive management by exception is when the leader fails to intervene until problems become serious, whereas those who practice active management-by-exception is someone who devote all of his or her energy to dealing with shortcomings, complaints, and setbacks.

2.2.3.3. Laissez faire leadership style

The preceding two leadership styles are very different from the laissez- faire style. It is a leadership style in which a leader completely allows the staff member to make their own decisions without their involvement. (Bass B. M., 1985) identify these leadership styles in which the leader does not believe in his or her own executive competence, has no predetermined objectives for how they can function, does not assist the group in the decision-making process, and so imposes an undue responsibility on subordinates and staff members. It enables employees express themselves, especially before difficult assignments, which promotes development in oneself. These are supported by (Lewin, 1939) study, which states that a laissez-faire leadership style frequently fails to reflect the position of the leader, however laissez-faire policies enable staff members to establish a majority of options and perform duties in the manner which most effectively fits them.

Some organizations do not support these types of leaders, who are generally uninvolved in monitoring and reluctant to be in the decision-making process. This leadership style may not be appropriate for financial, governmental, or non-governmental organizations where both the leader and subordinates have the ability to be involved in decision-making (Ahmed Iqbal, 2021)

However, in certain organizations, a laissez-faire leadership style supports creative thinking as well as innovation while also allowing for speedier decision-making and the liberty of rendering judgments without seeking permission (Amanchukwu, 2015).

2.3 Employee Engagement

Employee engagement is described by (Baumruk, 2004) as employees using their motivation and drive in order to assist their companies thrive, simply through their own initiative on a regular schedule. It is crucial for gaining a competitive advantage in an industry where the nature of work is changing due to globalization. It has many definitions, for instance (Robinson D., 2004) claim that it is the employee's positive attitude regarding the firm and its core values. An engaged employee understands the business environment and works with teammates to increase work productivity for the benefit of the organization as a whole. The organization must establish and cultivate involvement, which necessitates a win-win partnership with members at the entry, medium, and senior levels.

Global businesses face significant human capital difficulties because of many reasons. Although firm's problems differ, they are mostly due to talent shortages, leaders in many areas of the economy may need to adopt more aggressive techniques in order to attract and keep skilled people. In the opinion of (Christensen Hughes, 2008), greater engagement among employees increases the likelihood that they will promote the enterprise and facilitate to the building of a favorable impression of the organization while lowering employee turnover. It will have a positive influence on revenue, financial performance, productivity, customer satisfaction, and service standards over time.

Several research have discovered a favorable association between employee engagement and successful organizational performance outcomes such as staff retention, profitability, efficiency and client devotion (Markos, 2010). Firms with more engaged staff members are more inclined to grow revenues more rapidly than the industry standard. Employees that are engaged are entirely committed in their position and will work diligently to ensure that the company is successful because they care about the future of the organization (Seijts G., 2006).

2.3.1. Measurements of Employee Engagement

It is generally agreed that employee engagement has several fundamental elements that influence day to day schedule of employees which shows how it is essential for a developing a successful firm. Employee engagement, according to Gallup Leadership Institute, is a substantial predictor of good organizational results so its measurement is highly recommended (Crnogaj, 2017). Employee engagement has a direct impact on staff productivity and achievement of organizational goals (Bhuvanaiah, 2014) (Soni, 2013). The workers the greatest productivity is those who, in addition to being engaged and devoted, achieve positive and profitable outcomes for both their employer and themselves. Organizations that prioritize developing and increasing the level of their employee's engagement tend to outperform their competitors over time. Employee engagement can make a significant difference and at the same time it can also distinguish exceptional firms from simply good ones (Seijts, 2006).

Gallup, a well-known research firm, developed an instrument that identifies requirements that managers may address to increase staff productivity. An employee's degree of presence at work is defined by how much their participation effects organizational performance, regardless of whether the agreed goals are met or not. A study by (Soni, 2013) , the three types of engaged workers that correlate to Gallup which are engaged, not engaged, or actively disengaged. Employees that are engaged are productive. They want to know what is expected of them in their position, so they can meet and surpass it. Employees that are disengaged tend to be more concerned with their work than with the firm's objectives and the outcomes they are expected to achieve. Their goal is to finish the work and proclaim themselves successful. Finally, actively disengaged personnel are referred to as cave dwellers within the organization. They are not happy and mostly they are consumed with expressing their dissatisfaction every day. Workers who are actively disengaged diminish the accomplishments of their engaged colleagues every day.

2.4. Empirical Review

Many researchers have focused on studying factors in different areas around the world to discover the role of transactional, transformational and laissez faire leadership style on employee engagement. (Gangai, 2018) carried out casual investigation using cross-sectional data was conducted, with a sample of 450 valid replies obtained at random from respondents in India's private service sector. The data demonstrated a strong link between perceived leadership style and

employee engagement. More crucially, the investigation found that transformational leadership is more effective than transactional leadership for boosting employee engagement. The also study suggests that in order to facilitate organizational change, organizations should take into account leaders who possess a transformational style of leadership when assigning tasks and making decisions. A significant takeaway from the study is that a leader must be able to recognize the style that best suits the demands of the team and the circumstances at hand in order to motivate individuals to perform better.

A multilevel regression analysis done by (Breevaart, 2014) to investigate the impact of daily leadership on followers' daily work engagement. The study employed a survey in which 61 navy cadets completed a diary questionnaire over the course of 34 days while sailing. The study found that transformational leadership and contingent reward contributed to a more favorable work environment with more autonomy but has aid, whereas management-by-exception active generated a significantly less favorable work setting with less autonomy. (Milhem, 2019) did a similar study on transformational leadership as the first local technique in Palestine to identify and analyze the present causal influence of perceived transformational leadership style on employee engagement. The study's findings revealed that transformational leadership style has a major positive compared to others impact on employee engagement.

Research done by (Zhu, 2009) studied the link between transformational leadership and employee engagement. The study's findings came from a sample of 140 followers and 48 supervisors from various South African firms. According to the findings of hierarchical linear modeling, follower traits mitigate the favorable relationship between transformational leadership and employee engagement. However, more crucially, these studies believe that transformational leadership increases employee engagement, particularly when employees get intellectual stimulation that strengthens their ability to think creatively.

Research by (Thanh, 2022) studied the relationship between leadership styles and with employee engagement in the Vietnamese public sector. The study data were collected from a sample of 325 individuals. The transactional leadership style possesses a positive relationship with employee work engagement. However, the findings of the exploratory study show that there is a favorable relationship between the three leadership styles and the degree of job engagement among

Vietnamese public sector employees. Specifically, the relationship between transformational and laissez-faire leadership ideologies was shown to be more engaging than respondents' opinion of transactional leadership style.

A study done (Li, 2018) in Henan Province, China, explore the relationship between leadership styles, psychological capital and job engagement. The finding from the research showed that leadership styles significantly influenced employees' psychological capital and work engagement. More specifically, psychological capital and job engagement of employees were favorably predicted by both transformational and transactional leadership. When he was comparing transactional leadership and transformational leadership style, transformational leadership has positive power to employee engagement.

Another study by (Maundu, 2020), explored how transactional leadership style affects the staff's level of engagement in public secondary schools in Murang'a County, Kenya. The research was conducted using descriptive statistical methods on a sample of 368 respondents. The study's findings demonstrated that compared to others transactional leadership had a significant and positive influence on the level of engagement and, when applied correctly, it has the potential to increase employee engagement and motivation.

A field survey performed (Jony, 2019) consisting of 60 respondents from several prominent restaurants in Mymensingh, Bangladesh, and found that laissez faire leadership had no significant influence on business success. This method works best when leaders place a high level of trust in their employees and never blame one another for mistakes committed in any situation. It also works effectively when employees are aware of their responsibilities and exhibit strong analytical skills. According to (Jones, 2008), a laissez-faire leader delegated the bulk of decision-making authority to followers, assuming that followers are intrinsically driven and should be left alone to complete duties and the organization objective.

Leadership Styles and Employee Engagement in the Banking Sector

In the banking industry, the relationship between transformative leadership and the level of bank employee's engagement has shown conflicting outcomes. According to a study done in Bangladesh banks by (Mozammel, 2015), he stated that utilizing transformational leadership practices does not guarantee that they would be totally engaged in the workplace. In another study, (Winasis, 2021) studied how transformative leadership atmosphere affect employee engagement in the Indonesian banking business. The research findings revealed that the work environment is generated by executive members who use transformational leadership styles has a favorable and significant impact on employee engagement.

When we come to transactional leadership style, a quantitative study was conducted by (Tahani, 2019) in Iran to assess transactional and transformational leadership style role on employee engagement at Saderat Bank. The study's findings demonstrated a substantial relationship between employee engagement and transactional leadership styles. The study found that transactional leadership styles had a positive and significant role on employee engagement. Employee engagement is becoming an increasingly important for businesses in Ethiopia. (Tilahun, 2022) investigated employee engagement at the Ethiopian Development Bank. The study's practical findings revealed that staff engagement at the bank is extremely low, according to workers' assessments of the elements that influence employee engagement. As a result, the researcher concluded that employees have negative impressions of their bank's employee engagement.

2.5. Research Gap

There are similar researches on the title “The role of leadership style on Employee Engagement”, but there have been no researches done on Zamzam bank. There are studies similar to these topics on many financial industry and banks found in Ethiopia but its hasn't been studied on Zamzam bank exclusively. Another research gap is that there is insufficient number of research on leadership style in the banking sector in Ethiopia compared to western and more developed countries. In Ethiopia, there is a lack of studies and shortage in empirical evidence customized to the Ethiopian banking industry. Since every country have different circumstances like, government regulation, economic growth, culture, lifestyle, work force composition and many more. The impact of leadership style on engagement level on staff members from entry level to executives across the world might not be the same and it might reduce its applicability in wider scale.

2.6. Conceptual Framework

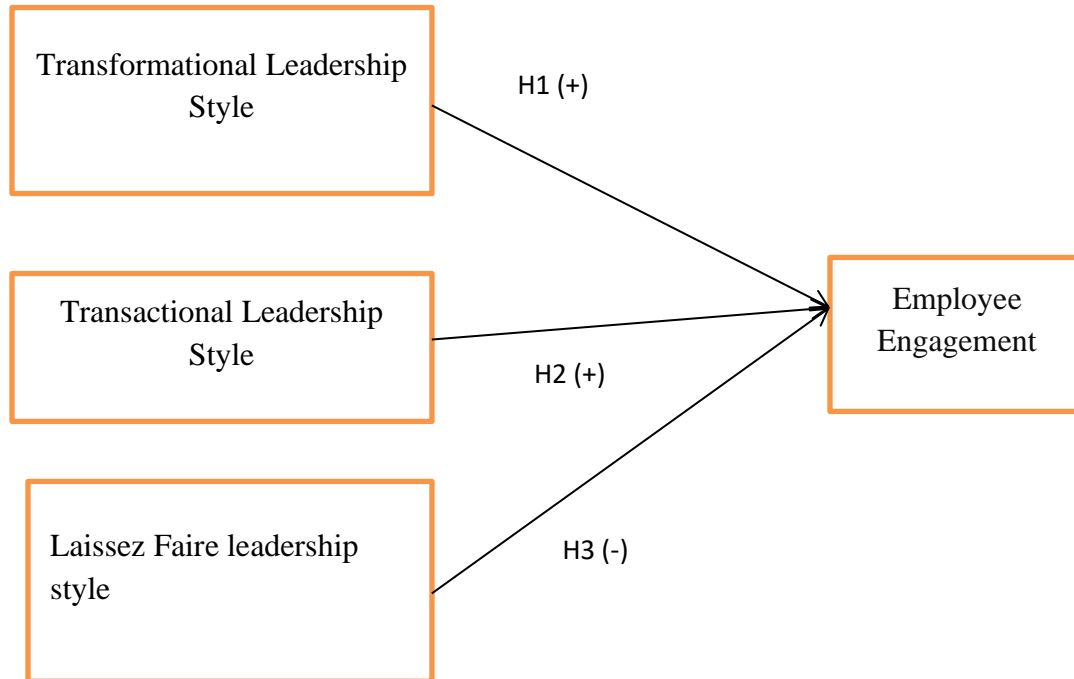


Figure 2-4 Conceptual Framework 1

Sources: (Modified version of Interdisciplinary journal of contemporary research in business, 2014)

2.7 Hypothesis

The following hypotheses will therefore be investigated:

- H1: There is statically significant and positive relationship expected between transformational leadership and employee engagement.
- H2: There is statically significant and positive relationship expected between transactional leadership and the overall dimensions of employee engagement.
- H3: There is statically significant and negative relationship expected between laissez faire leadership and the overall dimensions of employee engagement.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Descriptive of the Study Area

The place where the research is conducted is Zamzam Bank head office. It is the first financial institution to get a license from the National bank of Ethiopia to begin operating as an entirely interest-free bank in Ethiopia. When a proclamation allowing the operation of interest-free banks was issued in 2008, the bank began the process of establishing a fully-fledged interest-free bank, making it a trailblazer. The bank was inaugurated in 2020. The head office is located around Wolo Sefer, Bole Region. It is the focal point of governance for this organization, with a view to managing different functions such as strategic planning, decisions and policy implementation. The Bank operates in a highly competitive field and is the driving force behind an innovative culture of innovation, efficiency, and client centricity as one of the banking industry's leading companies. To guide strategic initiatives aimed at increasing organizational performance and employee well-being, it is vital to understand the dynamics of leadership style and staff involvement in this specific organizational setting.

3.2.1 Research Design

According to (Jonker, 2010), A research design describes an adaptable set of assumptions and considerations which contribute to specific contextualized guidelines that relate theoretical notions and aspects to a determined approach to research, supported by processes and techniques for acquiring empirical data. The research design for this study uses both explanatory approach and descriptive approach, with the goal of investigating the causal correlations between leadership styles and employee engagement at the Zamzam Bank headquarters. The explanatory method is used to describes the cause and effect of the dependent and independent variables. In our study, we used it to demonstrate the casual association between two variables: leadership styles and employee engagement. This approach was used to investigate how employees' perceptions of leadership affect engagement levels in their work in the case of Zamzam Bank. The study will employ a descriptive technique to gain a better grasp of a particular topic of study and provide important insights that will benefit Zamzam bank and other researchers in the future.

3.2.2 Research Approach

The research approach used in this study is a quantitative research approach. According to (Nau, 1995), Quantitative studies often quantify how much or how often something happens while searching for defining traits, fundamental qualities, and empirical constraints.

3.3 Population and Sampling of the Study

3.3.1 Target Population

The target population for this research comprises of 170 employees working at the Zamzam Bank head office, including individuals from various departments and hierarchical levels within the organization. The target audience at the Head Office consists of a diversified workforce that includes both regular entry level to senior executives who play critical roles in defining organizational culture, implementing strategy initiatives, and promoting employee involvement. All the respondents have someone they report to, so it includes everyone. The research aims to gain a full understanding of the dynamics between leadership style and employee engagement in different roles and departments within Zamzam Bank by focusing on all staff members at its head office.

3.3.2 Sampling Technique

The sampling methodology that is utilized in this research is systematic random sampling. it was used in order to assure all individuals of the population were being targeted and maintains an equal opportunity of getting selected in Zamzam bank. This strategy is significant because it eliminates the risk of bias during distribution of the questionnaires in the bank and guarantees that the number of participants accurately represents the entire target population being studied.

3.3.3 Determination of Sample Size

The sample size for this study was determined by using (Yamane, 1967) formula. This formula is easily understandable compared to others and can be used in this area.

$$n = \frac{N}{1+N(e)^2}$$

Where “n” stands for sample size to be calculated, “N” represents total population of Zamzam bank, and e represent the error tolerance to achieve the level of precision.

N = Total population

e = Error tolerance (level).

By applying the above formula in our case, the number of samples can be determined

$$n = \frac{170}{1+170(0.05)^2}$$

$$\underline{n= 119}$$

3.4 Data Source

The research data was collected directly from entry level to executive level staff members within Zamzam bank by completing surveys. Using primary data enabled a more thorough understanding of how employees perceive various leadership styles and how those perceptions impact employee engagement levels.

3.5 Data Gathering Instruments

The data has been collected using a method that was quantitative, in the form of close ended questionnaires. The respondents provide five-point responses ranging from strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, and strongly agree = 5. The researcher created closed-ended questions to help respondents understand their perceptions and they chose an option from the offered scale alternatives that corresponds to their beliefs regarding their supervisor or manager alongside how it affects their engagement level in Zamzam bank. The independent variable measures in this study were based on specific items. Both transformational leadership and transactional leadership style has five items on the questionnaire; and the laissez faire leadership style has four items. It is vital to note that all item measurements were adapted from MQL with certain modifications.

The Multifactor Leadership Questionnaire is the primary tool for evaluating transformational, laissez faire, and transactional leadership styles (Bass B. M., 2004). When we come to examining the level of employee engagement in Zamzam bank, the study utilized Gallup which was developed

and assessed into 12-item questionnaire (Forbringer, 2002). These questionnaires have been sent to over 17 million employees across the globe. Furthermore, it has found a link between employee involvement and other areas of company performance, including concentrating on client satisfaction, worker efficiency, security, and economic viability. These data gathering tools will allow for a thorough examination of the study topics, combining quantitative rigor with qualitative depth to create a complete picture of the dynamics of leadership style and employee engagement. The measuring instrument for this research is questionnaire consisting of three separate sections in which both independent and dependent variable were prepared based on 5-point Likert scale.:

The first section is a demographic questionnaire. The section is the demographic part of the questions which helps us to identify the participant Gender, Age, Educational level, Department, Position Level and Years of Service at Zamzam Bank. The second section is Multifactor Leadership Questionnaire consist of several questions which helps us to identify the influence of the three leadership and what kind of leadership style is practiced in Zamzam Bank. Lastly, The Gallup 12 item questionnaire is the final part of the questionnaire which helps us measure level of employee's engagement at Zamzam Bank.

3.6 Method of Data Analysis

The method implemented to extract primary data is from Zamzam bank is through a closed-ended questionnaires. The obtained data will be examined and presented in tables, graphs, and other formats to certify findings to be straightforward for readers. The links will be evaluated, and the analysis will yield conclusions about the impact of leadership styles on employee engagement. After coding the answers to excel, data is loaded into a computer and analyzed using SPSS. The study performs the necessary statistical analyses utilizing SPSS. The obtained data explain the results more clearly and draw conclusions. Data analysis comprise descriptive, correlation, and multiple regression analysis. Data analysis will include descriptive statistics analysis, Pearson correlation analysis, and multiple regression analysis. The multiple regression model will be computed as follows:

$$EE = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where:

EE= Employee Engagement

β_1 = Transformational dimension of Leadership Style

β_2 = Transactional dimension of Leadership Style

β_3 = Laissez Faire dimension of Leadership Style

e = error term,

β_0 = constant, term

X1, X2, X3, and X4, are coefficients

3.7 Validity and Reliability

Validity refers to how well the type instrument used measures what it seeks to measure. The validity of an instrument refers to how well it assesses the specific notion it is designed to measure (Whitelaw, 2001). Several techniques will be utilized to ensure authenticity. Construct validity will be strengthened by utilizing validated scales for employee engagement dimensions and the Multifactor Leadership Questionnaire (MLQ) to assess leadership styles. (Pruijn, 1994) claimed that the MLQ has been examined for validity in a variety of scenarios. Many leadership experts, like (Bass B. M., 2004), have demonstrated the subject matter and contemporaneous validity of the MLQ. Cronbach's alpha coefficient was used to determine the instruments' internal coherence, confidence, and accuracy (Kerlinger FN, 2000).

A study conducted by (Bagheri, 2015) discovered that MLQ was sufficiently reliable and valid across teaching staff at Tehran University of Medical Sciences. When it comes to the Gallup measurement, a study conducted by (Havenga, 2013) found that 0.923 score for Cronbach's alpha which confirms reliability of the instrument.

Table 3.3: Cronbach Alpha Reliability

	Cronbach's Alpha	N of Items
Transformational Leadership	0.726	5
Transactional Leadership	0.822	5
Laissez Faire Leadership	0.775	4
Employee Engagement.	0.780	12

Source: Own Survey, 2024

Based on the above table, the Cronbach's alpha value we can see that it is over 0.7 and above. Transactional Leadership has the highest Cronbach's alpha value (0.822). Employee engagement has the second highest Cronbach's alpha value (0.780) and the third is Laissez Faire Leadership with Cronbach's alpha value of (0.775). Finally, transformational leadership has Cronbach's alpha value (0.726).

3.8 Ethical Consideration

Throughout the duration of the research, the researcher highlighted ethical concerns like confidentiality and discretion for Zamzam bank staff members. Each individual who participated will be prompted to provide informed consent, which will guarantee that they have recognized the ultimate objective of the study, their legal rights, and that their participation in the survey questions is fully voluntary. The interviewees were given official assurances that their true identities were not going to be revealed in the research assessment. In addition, participants were given a written and verbal explanation of the questionnaire's intention and what it will be used for. After that participant gave their answers freely, knowing that they would be kept private and their responses were only used exclusively for this study and nothing more. other ethical issues include citing sources accurately without error.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter shows the study's findings gathered from the questionnaires. The preceding section detailed the research design and methodology for the current investigation. This chapter's contents, which are based on empirical analyses conducted to test hypotheses, will be presented and assessed in light of the background information supplied and addressed in earlier chapters. The presentation of findings has been structured in accordance with the study objectives. It is based on data collected from a sample of Zamzam Bank employees at the headquarters.

The data were analyzed by using descriptive analysis, correlation analysis, and multiple regression analysis. The objective of descriptive statistics is to explore the variables used in connection to the respondent at Zamzam bank. Pearson's test was used to investigate the relationship between transformational leadership, transactional leadership, and laissez faire leadership and employee engagement. Multiple regression analysis was utilized to highlight the impact of independent variables on the dependent variable while also explaining overall employee engagement in Zamzam bank.

4.2 Response Rate on the Questionnaires

For this study, a total of 119 questionnaires were distributed to the employees currently working Zamzam bank head office to assess the effects of employee's engagement in the Bank. Out of 119 questionnaires distributed 118 questionnaires were filled and returned with response rate of 99%.

Table 4.2: Response Rate on the Questionnaires

Questionnaires Distributed	Questionnaires Returned	Percent
119	118	99%

Source: Own Survey, 2024

4.3 Demographic Characteristics of Respondents

This section is about the descriptive statistics calculated as obtained by the variables included in the biographical questionnaire to gather respondent's characteristics. The demographic variables that the demographic information of Zamzam bank respondents, which is displayed in the tables below using descriptive statistics of total respondents' frequency and the percentage, includes gender, age, educational level, position level and years of service at Zamzam Bank.

Table 4.3 Demographic Characteristics of Respondents

Respondent's characteristics	Categories	Frequency	Percent
Gender	Male	66	55.9
	Female	52	44.1
Age	20 -29	69	58.5
	30-39	32	27.1
	40--49	10	8.5
	50 and above	7	5.9
Level of Education	Bachelor's Degree	77	65.3
	Master's Degree	40	33.9
	PhD	1	.8
Position Level	Entry Level	31	26.3
	Mid-Level	65	55.1
	Senior Management	22	18.6
Years of Service at Zamzam Bank	Less than one year	24	20.3
	1 -5 years	94	79.7

Source: Own Survey, 2024

The gender distribution of responses reveals that 66 (55.9%) are males and 52 (44.1%) are female. The age distribution of the respondents' results suggests that 69 (58.5%) of the respondents are in the age range of 20 to 29, followed by 32 (27.1%) for 30-39. the participants that are aged 40 to 49

represent 10 (8.5%), with 7 (5.9%) people aged 50 and up. The results shown above indicate that the vast majority of those who responded are around the ages of 21 and 30, indicating that the majority of bank employees are in their young and productive age. It is important to understand what motivate them to stay within the organization because young people may be inclined to leave work place.

The level of education distribution of response shows that majority of the respondents (77) 65.3% have bachelor degree followed by 40(33.9%) who have master's degree and followed by only 1 (0.8%) who have PhD percent. This distribution implies that the study's findings are mostly representative of employees with bachelor's and master's degrees, with relatively few insights from those with PhDs.

The position level of the respondents is 31 entry level (26.3%), 65 mid-level (55.1%) and last 22 senior management (18.6%%). this shows that the sample size majority of respondents in Zamzam bank have positions ranging from entry Level to Middle Level, indicating that most employees are more concentrated at the middle levels. These prove that majority of the responses are from mid-level which makes the research valuable result. These results bring good perspective of the day-to-day operation of the bank. These is because they serve as a link between senior management and entry level and represent the future leaders of the bank.

The last one is the question of years of service in the organization, which shows that 24(20.3%) are less than 1 year while the majority of Zamzam bank employee have work experience from 1 to 5 years at 94(79.5%). These shows that the bank is new to the banking industry. It was the first Islamic interest free authorized Bank to operate in Ethiopia and majority of the employees are also new to the organization. Over all, majority of the Zamzam bank employees have satisfactory level of experience to take part and provide a response that are relevant for conducting this study.

4.4 Descriptive Analysis of Transformational Leadership Style

Descriptive statistics of employee's engagement on transformational leadership style. The table shows that it has five questions, with answers ranging from mean =3.37 (S.D = .904) to mean= 3.74(S-D= 1.008). Employees give their managers a somewhat lower rating for "My manager considers the moral and ethical consequences of his decisions", with a mean score of 3.37. This implies that, while managers consider these issues, there is still space for improvement in this area.

The response to the question "My manager shows a genuine concern for my needs and feelings" got the highest mean score (3.74) compared to others. Employees are far more inclined to believe that leaders sincerely care about their needs as well as emotions than about the other leadership attributes studied.

Table 4.4 Descriptive Analysis of Transformational Leadership Style

TRANSFORMATIONAL LEADERSHIP	N	MEAN	Std. Deviation
My manager put the interest of the employees in Zamzam bank ahead of their personal interest.	118	3.49	.875
My manager considers the moral and ethical consequences of his decisions.	118	3.37	.904
My manager has an optimistic vision for our team and advocate a collective sense of mission.	118	3.52	.967
My manager challenges me to think critically and question assumptions.	118	3.53	.874
My manager shows a genuine concern for my needs and feelings.	118	3.74	1.008
	118	3.53	.640

Source: Own Survey, 2024

Its five questions range in mean value from 3.37 (S.D. =.904) to 3.74 (S-D = 1.008), as the table illustrates. The average of these mean scores is (M = 3.53, S.D =.640), indicating that the respondents agreed that a transformational leader influences their followers in a way that goes beyond their immediate self-interests by means of idealized influence/charisma, inspiration, intellectual stimulation, or thoughtful consideration. The average mean is 3.53, so is a good mean score for good leadership because (Bass B. , 1999) stated that, a mean greater than 3 is considered necessary for all characteristics of transformational leadership style.

4.5. Descriptive Analysis of Transactional Leadership Style

The respondents were asked to rate several Transactional Leadership Style factors and their Effect on employee engagement. The statement "My manager tracks all of our mistakes so that we can correct them" (3.68) has the highest mean score among what employees think of transactional leadership. "My manager sets clear, understandable expectations of what I can get rewarded for my performance" (3.52) had the lowest mean score, indicating that this is an area that managers could want to improve. The individual item standard deviations range from 0.903 to 1.006, suggesting that although employee perceptions of these activities vary somewhat, overall judgments are reasonably stable.

Table.4.5. Descriptive statistics of Transactional leadership style.

Transactional Leadership Style	N	MEAN	Std. Deviation
My manager sets clear, understandable expectations of what I can get rewarded for my performance.	118	3.52	.985
My manager regularly provides recognition and rewards when others reach their goals.	118	3.66	1.006
My manager track all of our mistakes so that we can correct them.	118	3.68	.933
My manager informs us of the necessary standards required to perform our work properly.	118	3.53	.903
My manager intervenes only when standards are not met.	118	3.60	.917
	118	3.60	.726

Source: Own Survey, 2024

Table 4.5. shows the statistical assessment that leaders that are transactional leadership scored of mean value of 3.60 (S.D = .726). The transactional leadership component of contingent reward to management by exception part range from a mean 3.52 to 3.68 respectively. These shows that

transactional leadership influence on engagement is positively seen by Zamzam bank employees. The statistical figure shows that the employees' response was more in agreement on the influence of transactional leadership on their engagement.

4.6 Descriptive Analysis of Laissez Faire leadership style Leadership Style

The respondents were asked to rate several Laissez Faire leadership style factors and their Effect on employee engagement. "My manager waits for things to go wrong before taking action" (4.07) has the highest mean score, suggesting that this is the trait that is most strongly viewed. All mean values are rather high, but "My manager is content to let us continue working in the same way as always" has the lowest score (3.69), indicating that although this behavior is common, it is not as common as other elements. Although general opinions are quite similar, there is some diversity in how different employees perceive these actions, as indicated by the standard deviations for individual items, which range from 0.770 to 0.922.

Table.4.6. Descriptive statistics of Laissez Faire leadership style.

Laissez Faire leadership style	N	MEAN	Std. Deviation
My manager is content to let us continue working in the same way as always.	118	3.69	.922
My manager avoids making decisions.	118	3.80	.812
My manager waits too long to respond to urgent matter in the company.	118	3.96	.841
Usually, my manager waits until something goes wrong before doing something about it.	118	4.07	.770
	118	3.88	.648

Source: Own Survey, 2024

Table 4.6. shows the statistical assessment of Laissez Faire leadership style scored of mean value of 3.88 (S.D = 0.648), which shows the relatively positive influence on employees. The responses

ranging from 3.69 to 4.07 indicate a high level of consistency among respondents on the influence Laissez Faire leadership on engagement. It has the highest mean compared to other leadership. These shows that the dominant leadership style in Zamzam bank is Laissez Faire leadership.

4.7 Descriptive Analysis of Employee Engagement

When we come to the employee engagement, the answers range from 3.40 to 4.49, which shows a positive impact. The question "I am aware of my responsibilities at work" had the highest mean score (4.48), indicating that workers feel knowledgeable and confident about what is expected of them at work. the lowest average is, "The mission or purpose of my company makes me feel my job is important", with a mean score of 3.64, shows a potential area for enhancement that could improve employee engagement in general.

Table 4.7 Descriptive Analysis of Employee Engagement

Employee Engagement	N	MEAN	Std. Deviation
I have gotten meaningful feedback in the last week from my supervisor.	118	4.37	.702
I am aware of my responsibilities at work.	118	4.48	.581
I'm provided with the materials and equipment I need to do my work right.	118	4.42	.576
At work, I have the opportunity to do what I do best every day and be the best version of myself.	118	4.42	.633
Over the past seven days, I have been commended or acknowledged for my excellent performance.	118	4.44	.634
The mission or purpose of my company makes me feel my job is important.	118	3.64	1.217
I feel like my opinions matter at work.	118	4.26	.685
My organization cares about my overall wellbeing.	118	4.34	.707
My associates or colleagues are dedicated to contributing to doing exceptional work.	118	4.25	.739
My manager, or coworkers in the company, seems to care about me as a person.	118	4.31	.676
My associates and coworkers are dedicated to contributing to exceptional work.	118	4.36	.759

I've had the chance at work to learn and develop myself professionally.	118	4.42	.743
	118	4.31	.400

Source: Own Survey, 2024

According to the results, on average the respondents are in agreement and the rated response shows a satisfactory level slightly above the midpoint of the scale. The results shows that most of Zamzam bank employees feel highly engaged and their response is consistent and shows a positive response from respondents.

4.8 Summary results of Descriptive Statistics

The descriptive statistics below shows that, the highest mean score is employee engagement. It has a mean score of 4.31 and standard deviation (0.400). these shows that high levels of engagement imply that workers are generally content and engaged in their positions. Transformational Leadership Style has the mean value of 3.53 and standard deviation (.640). Transactional Leadership Style has the mean value of 3.60 and standard deviation value of (.726). Laissez Faire Leadership Style has the mean value of 3.88 and standard deviation (.648).

Table 4.3.5: Results of Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Employee Engagement	4.31	.400	118
Transformational Leadership Style	3.53	.640	118
Transactional Leadership Style	3.60	.726	118
Laissez Faire leadership style	3.88	.648	118

Source: Own Survey, 2024

The results of the descriptive statistics provide an overview of how employees in Zamzam bank perceive the three different leadership styles and rate their own level of engagement. The relatively high mean scores for employee engagement and Laissez Faire leadership suggest that while employees feel engaged, there is also a significant presence of passive and avoidant leadership

behaviors exhibited by supervisors at Zamzam bank. This could be a concern if it results in employees not receiving enough direction or assistance. The moderate presence of both transformational and transactional leadership points to areas where both behaviors can be strengthened to increase engagement even more.

4.9 Correlation Analysis

The association between dependent and independent variables together with the causal effect was studied. The correlation matrix illustrates correlation between factors in the questionnaire with a Pearson Correlation coefficient to show the strength of relationship among the three leadership (Transformational, Transactional and Laissez Faire leadership style) and employee engagement the variables included in the questionnaire. The coefficient show that all independent variables were positively related with dependent variable (Employees engagement), were all are significant at p 0.5 are considered large. The correlations of the variables are shown in Table 4.4, however, each variable correlates perfectly with itself, as evidenced by the coefficients of +1.00 at the intersection of a particular variables' row and column.

Table 4.9: Correlation

Correlations					
		EE	TF	TC	LF
Employee Engagement	Pearson Correlation	1	.456**	.658**	.420**
	Sig. (2-tailed)		.000	.000	.000
	N	118	118	118	118
Transformational Leadership	Pearson Correlation	.456**	1	.524**	.506**
	Sig. (2-tailed)	.000		.000	.000
	N	118	118	118	118
Transactional Leadership	Pearson Correlation	.658**	.524**	1	.662**
	Sig. (2-tailed)	.000	.000		.000
	N	118	118	118	118
Laissez Faire leadership	Pearson Correlation	.420**	.506**	.662**	1
	Sig. (2-tailed)	.000	.000	.000	

	N	118	118	118	118
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Own Survey, 2024

A table 4.9 shows that Transformational Leadership Style with employee engagement has a Pearson correlation coefficient of .456, indicating a positive relationship between the two variables. These indicate that when transformational leadership behavior increases, employee engagement tends to increase as well. Second, transactional leadership with employee engagement has a Pearson correlation coefficient of 0.658. This is a stronger relationship compared to transformational leadership. Lastly, the correlation between Laissez Faire Leadership Style and employee engagement has a Pearson correlation coefficient of 0.420. These results indicate a moderate positive relationship between laissez faire leadership and employee engagement. These is low compared to the first two leadership. The impact of laissez faire leadership behaviors on employee engagement tends to increase even though it is weaker compared to transactional and transformational leadership behaviors. As a result, the conclusion implies that the three-leadership style and employee engagement have all positive relationship. Transactional with employee engagement have a positive and significant association and slightly higher score rather than transformational leadership. These suggests that transactional leadership behavior is most effective at enhancing employee engagement.

4.10 Regression Analysis

This research utilized multiple regression model to evaluate the casual relationship between organizational culture and employee engagement. This regression analysis will assess both the presence of significant relationship and the direction of relationship between these variables are to be tested.

4.10.1 Reliability

The reliability of the leadership and employee engagement questions shows overall consistency of a measure, resulting a good score ranging from 0.7 to more than 0.8 for lasses faire leadership, transformational leadership style, transactional leadership style and employee engagement. The table for each variable score is shown in chapter three.

4.10.2 Multi collinearity Test

Multicollinearity is an arrangement of a strong linear relationship as well as elevated correlation between several variables in a regression model. It can be detected using the operating variance inflation factor and tolerance static. The table below displays the linear relation of independent variable of leadership style collinearity statistics tolerance levels and VIF.

Table.4.10.2: Multicollinearity Test

Collinearity Statistics		
Model	Tolerance	VIF
(Constant)		
Transformational leadership style	.680	1.470
Transactional leadership style	.514	1.944
Laissez Faire leadership style	.527	1.897
a. Predictors: (Constant), Transformational leadership style, Transactional leadership style and Laissez Faire leadership style		
b. Dependent Variable: Employee Engagement		

Source: Own Survey, 2024

The collinearity statistics shows that VIF values are below 10 (ranging from 1.470 to 1.944) and the tolerance level is (ranges from 0.514 to 0.680). (Field, 2005) states that the tolerance statistic, which is the reciprocal of the VIF, should be larger than a value of 1 and shows if the factor being predicted has a sufficient linear connection with others. He stated that there is a concern for multicollinearity problem if the largest VIF is greater than 10 or a tolerance level below 0.2. We can see that the VIF statistics of the study are all below 10. When we come to tolerance score, they are greater than 0.2. These shows that there is no or what so ever an indication of collinearity within the current data which suggests that none of the independent variables are highly related to one another.

4.10.3 Normality Test

The normality test is utilized to check whether the error term is normally distributed despite the small size of the data set. Visual inspection is carried out here utilizing histograms and normal probability graphs. Figure 4.10.3 below implies a normal distribution of the data.

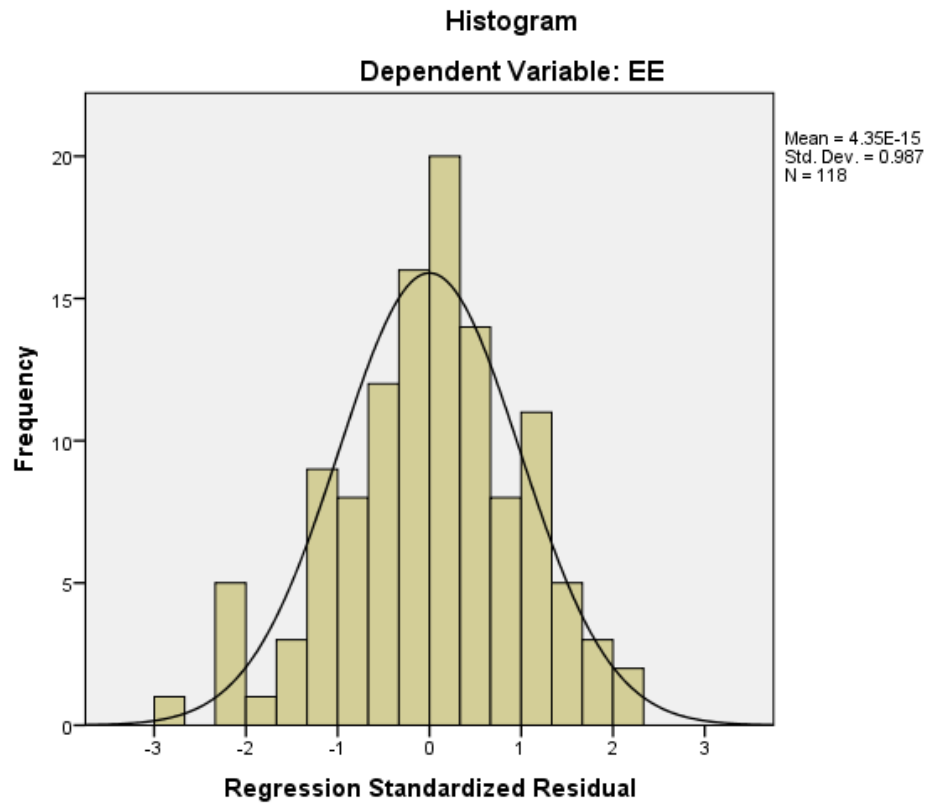


Figure 4.10.3.1. Histogram

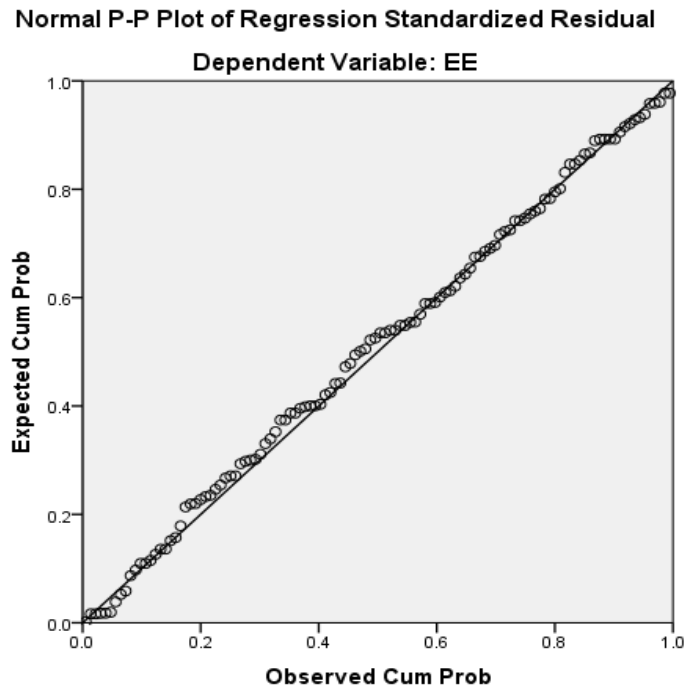


Figure 4.10.3.2: P –P Plot

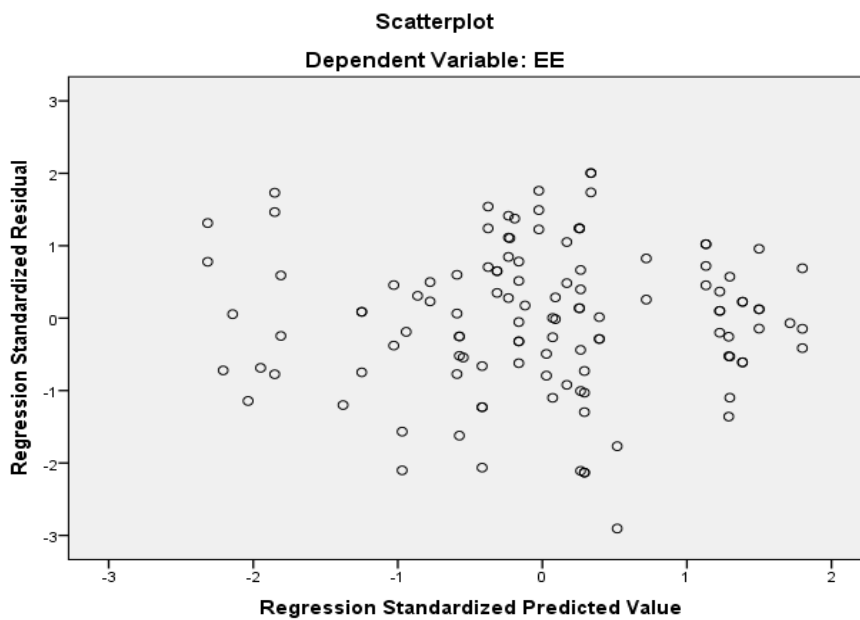


Figure 4.10.3.3: Scatterplot

The figure above shows that the model is linear.

4.10.4 Model Fit

In this project, R square, modified R square, and ANOVA to measure model fit. The R2 is used to calculate the variance in employee engagement induced by the variable of transformational, transactional and laissez faire leadership styles, whereas the adjusted R2 evaluates the model's cross-validity. The correlation between the observed value of Employee Engagement and the ideal linear combination of the leadership styles is .673. These indicates the positive relationship between employee's engagement and the independent variables namely transformational, transactional and laissez fair leadership styles.

The results shown in Table 4.10.4 suggest a moderate percentage of the variation in employee engagement explained by leadership styles. R square = 45.3%; R square (adjusted) = 43.9%). Thus 45.3% of the variance in employee engagement can be explained by transactional, transformational and laissez Faire leadership style which is statistically significant. The variables account for 45.3% of the variance in employee engagement and suggest that other unexplored variables could potentially influence the results. The rest 54.7% of the variance is determined by other parameters not addressed in this research. The model fitting findings are shown in the model summary and ANOVA tables below.

Table 4.10.4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673	.453	.439	.299
a. Predictors: (Constant), Transformational leadership style, Transactional leadership style and Laissez Faire leadership style				
b. Dependent Variable: Employee Engagement				

Source: Own Survey, 2024

Cross-validation of the Model

It is impossible to say if the model produced from our sample accurately represents the full population. Here we evaluate to see how well the model predicts the result in a different sample.

Cross validation is one method for achieving this. Cross-validation assesses the model's accuracy across diverse samples. Cross-validation is evaluated using the adjusted R square of the regression analysis. The modified R square indicates a reduction of predictive strength and the shrinkage in a model. It's computed by subtracting R2 (.476) from adjusted R square (.462).

- $0.453 - 0.439 = 0.014$ (1.4%)

This demonstrates that roughly 1.4% variance in the outcome would be indicated if the model had been taken instead of the sample, which is very good.

Table 4.10.5: ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.469	3	2.823	31.518	.000
	Residual	10.211	114	.090		
	Total	18.680	117			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Transformational leadership style, Transactional leadership style and Laissez Faire leadership style						

Source: Own Survey, 2024

The table above shows that the value of F is 31.518 of the ANOVA and the significant value is (0.000). These indicate that the impact and influence of the joint of the three-leadership style is significant at 99% significance level. According to this, the model fits the data the best across all standard significance thresholds.

4.10.5. Coefficients of the Multiple Regression Analysis

The current study employed linear regression models in examining the relationships between leadership style and Zamzam bank employee engagement. To achieve this, the equation utilized in the study was;

$$EE = B0 + B1X1 + B2X2 + B3X3 + B4X4 + e$$

Where:

EE= Employee Engagement

β_1 = Transformational leadership style

β_2 = Transactional leadership style

β_3 = Laissez Faire leadership style

e = error term,

β_0 = constant, term

Table 4.10.6: Coefficients of Dependent and Independent Variables

Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.890	.186		.000
	Transformational leadership style	.106	.052	.170	.045
	Transactional leadership style	.341	.053	.619	.000
	Laissez Faire leadership style	-.046	.059	-.075	.432

Source: Own Survey, 2024

The standardized beta coefficient column displays the impact of every particular variable makes to the model. The following model is constructed based on the standardized coefficients (Beta) of the independent variables in the regression equation.

$$\diamond \text{ Employee Engagement} = 2.890 + 0.170(\text{TF}) + 0.619(\text{TC}) + e$$

The regression equation all the dimension of leadership style has both a significant and non-significant impact on employee engagement. In the subsequent discussions both the significance degrees and the direction of effect every variable has on the dependent variable are discussed below.

- **Employee Engagement and Transformational leadership style**

The association among employee engagement with Transformational leadership style has a positive and a significant relationship with a sig value of 0.045. The standardized coefficient (Beta = 0.170) showed that Transformational leadership style affect employee engagement positively.

The above research findings are backed by a study done by (Tims, 2011), which investigated how transformational leaders improve employee engagement and confirmed the conclusions of this study. Their sample comprised of 42 workers from two distinct consulting firms in the Netherlands. Eighty-four percent of the sample worked as consultants for a temp agency, whereas sixteen percent worked for an industrial consulting firm. Over the course of five workdays, data was collected using a generic questionnaire and a diary survey. The study's findings confirm that transformational leadership has a beneficial influence on employee engagement because transformational leaders may inspire, encourage, and pay close attention to their employees' needs. Similarly, a study by (Buil, 2019) investigated the role of leadership from 323 hotel employees. The study's findings are comparable to the current results. The study found that transformational leadership has a positive effect on corporate citizenship behaviors.

- **Employee Engagement and Transactional leadership style**

The correlation of employee engagement with Transactional leadership style is significant at 99% with a sig value of .000. The standardized coefficient (Beta = 0.619) showed Transactional leadership style dimension of leadership has positive relationship with employee engagement. a high level of confidence stated in the relationship indicate strong evidence reflecting the

association between transactional leadership and the outcome variable. The higher levels of transactional leadership trait the higher the employee engagement levels.

The above research findings are supported by a study conducted (Obiwuru, 2011) also contend that transactional leadership has a significant positive effect on employee's productivity levels which was linked to employee engagement.

- **Employee Engagement and Laissez Faire leadership style**

The relation of Laissez Faire leadership with employee engagement is negative and insignificant with a sig value of .432. The standardized coefficient (Beta = -.075) showed that Laissez Faire leadership does not play a significant role in influencing how engaged employees feel in Zamzam bank. That means, the greater the degree of passive and avoidant leadership style, in the organization, the lesser the employee engagement be. A study conducted by (Skogstad, 2007) support the above finding of the negative relationship between laissez-faire leadership and follower engagement may be explained by the negative effect of laissez-faire leadership.

4.11. Hypotheses Test

- *H1: There is a positive and statically significant relationship between transformational leadership and employee engagement.*

The association among employee engagement with Transformational leadership style has a positive association and significant with value of 0.045. The value of the standardized coefficient ($B = 0.170$) which indicate that Transformational leadership style affect employee engagement positively. These means the hypothesis is supported. Several theoretical and empirical literatures stated in chapter two support this hypothesis. For instance, (Breevaart, 2014) highlighted that transformational leadership contributes to a more favorable work environment, positively impacting employee engagement. Similarly, (Milhem, 2019) and (Zhu, 2009) demonstrated that transformational leadership significantly enhances employee engagement, particularly when intellectual stimulation is provided. Furthermore, (Winasis, 2021) found that transformative leadership significantly raises employee engagement in the Indonesian banking industry. Together, these results support the significant and positive relationship between transformative leadership and the level of employee engagement.

- *H2: There is a positive and statically significant relationship between transactional leadership and of employee engagement.*

The correlation of employee engagement with Transactional leadership style is significant at 99% with a sig value of .000. The standardized coefficient ($Beta = 0.619$) showed Transactional leadership style dimension of leadership has positive relationship with employee engagement. These result shows that the hypothesis stated about transactional leadership on employee engagement being significant and positive is supported. Numerous research studies stated in chapter two contribute to the theory that transactional leadership and employee engagement are positively and statistically positively related. For example, (Thanh, 2022) found a positive relationship between transactional leadership and employee work engagement in the Vietnamese public sector. Similarly, Li (2018) showed that transactional leadership positively influenced employees' psychological capital and work engagement in Henan Province, China. Furthermore, (Maundu, 2020) discovered that transactional leadership had a significant and positive impact on the level of engagement among staff in public secondary schools in Murang'a County, Kenya.

- *H3: There is a negative and statically significant relationship between laissez faire leadership and the overall dimensions of employee engagement.*

The relation of Laissez Faire leadership with employee engagement is has a value of sig .432. The standardized coefficient (Beta = -.075) showed that Laissez Faire leadership impact employee engagement negatively. These indicate that laissez faire has a very weak negative and at same time statistically insignificant relationship with employee engagement. As a result, the hypothesis that stated that leaders who practice laissez faire style on employee's engagement is significant and negative is partially rejected. The research stated in chapter two are in line with this hypothesis. For instance, a field survey done by (Jony, 2019) in Mymensingh, Bangladesh, discovered in his study that laissez-faire leadership had no significant influence on business success. This suggests a weak or negligible impact on employee engagement.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATION AND SUGGESTIONS FOR FURTHER STUDIES

5. Introduction

The intention of the present study was to examine the role of different types of leadership namely transformational, transactional and laissez-faire leadership styles on employee's engagement in the case of Zamzam bank head office. This chapter is aimed at presenting the research's findings and conclusions of the study based on the result obtained, it will be thoroughly examined and summarized briefly in this chapter. The chapter will also clarify a few of the study's shortcomings and offer recommendations for additional research.

5.1 Summary of Findings

In this study, the researcher investigated effects of leadership styles on employee's engagement on 119 employees that were randomly selected from a study population of 170 employees. Out of 119 employees, only one questionnaire was not obtained. The sample size comprised people in various positions throughout the firm, ranging from entry level to senior management. Primary data were acquired from the sample using an adapted structured questionnaire which have discussed in chapter four with high reliability and validity.

Descriptive statistics, Pearson's correlation and regression analysis were used by using SPSS to assess both the relationships and effects as per hypotheses of the study. The study's main findings are presented below:

- Based on the descriptive statics of Zamzam bank respondent's males are (55.9%) and (44.1%). With regard to age group, 58.5% of the respondents are between the ages of 20-29. This indicates that the survey mainly captured the opinions and perspectives of younger people within the Zamzam bank. The survey result shows that 65.3% of the respondents are at least Bachelor's Degree holders and 33.9% are master's holders 24(29.6%). When we come to position level, majority of the respondents are from middle level (55.1%) and the amount years of service is largely compromised of one to five years.

- The average result of all three leadership styles demonstrates that transformational, transactional, and laissez faire leadership styles have a beneficial impact on employee engagement. Transformational Leadership Style has a mean of 3.53 and a standard deviation of 0.640. Transactional Leadership Style has a mean of 3.60 and a standard deviation of (.726). The mean value of Laissez Faire Leadership Style is 3.88, with a standard deviation of (.648).
- The relatively high mean scores for employee engagement and Laissez Faire leadership indicate that, while employees are engaged, supervisors at Zamzam Bank exhibit a large amount of passive and avoidant leadership characteristics. This may not always be conducive to sustained high levels of engagement.
- Employee engagement correlates well with all three leadership styles. The Pearson link between transactional and employee engagement is positive and with a little higher score than transformational leadership behavior. These findings imply that transactional leadership style is the most successful at increasing employee engagement.
- Although Laissez Faire leadership has a moderately positive relation with engagement compared to the other two, it has the least impact on the staff engagement level of the three leadership styles.
- The multiple regression has been conducted in the data analysis to investigate the level of impact that the independent variables have on employee engagement. The two independent variables namely transformational and transactional leadership are significant and have a favorable association with employee engagement and laissez fair leadership has insignificant and positive correlation with employee engagement and they together explain 45.3% of variation in employee engagement.
- The results of level of contribution variance differs based on their standard of coefficient values. The standardized coefficient of Transformational leadership style is (Beta = 0.170), indicate a positive but relatively modest impact on employee's engagement. These shows that as transformational leadership behaviors increase, employee engagement also increases, but the effect is not very strong. The positive coefficient confirms that the relationship is direct.
- Transactional leadership style standardized coefficient is (Beta = 0.619) indicate a strong positive effect on employee engagement in Zamzam bank. The result suggests that transactional leadership behaviors are highly effective in increasing employee engagement.

When compared to transformational leadership, it has a relatively high Beta value. These indicates that transactional leadership is a significant predictor of employee engagement.

- When we come to Laissez Faire leadership (Beta = -.075), it indicates a very weak negative relationship with employee engagement. This means that as Laissez Faire leadership behaviors increase, employee engagement slightly decreases. However, this effect is very small and not statistically significant.

5.2 Conclusion

In conclusion, the findings of the current study showed that a significant and positive association of employee engagement with the two dimensions of leadership style namely transactional and transformational, and a non-significant and negative association with the laissez's faire leadership. With transactional leadership style having the highest association with employee engagement. While transformational leadership is often seen as the most effective way to increase engagement, this study found that transactional leadership has a good correlation with employee engagement. When we come to the level of employee engagement, the results shows that most employees feel highly engaged and shows a consistent and positive response from respondents. The dominant leadership style in Zamzam bank is laissez-faire style. These outcomes from this study promote relevant directions for future research.

Based on the results in this study, it can be determined that for Zamzam Bank to increase employee engagement, should try and exhibit characteristics related to transactional style of leadership followed by the transformational style and then laissez-faire style of leadership. It should prioritize improving transactional leadership approaches, which are likely to have major favorable impact. By implementing traits associated with transformational leadership may additionally motivate people to be more engaged in their work. (Bass B. M., 1985) suggests that the most effective leaders are both transformational and transactional however, there are strong emerging patterns of research indicating that transformational leadership style has far more of a substantial impact on employee engagement in an organization. These indicate that more research is needed to better understand this occurrence.

In contrast, since it has been identified that managers at Zamzam bank practice hands off approach, reducing Laissez Faire leadership techniques will help to minimize the negative influence on engagement and create a more proactive and supportive leadership work environment. Its impact has a moderate positive correlation with employee engagement compared to other two, it has the weakest link to employee engagement among the three leadership styles. The level of employee engagement results shows that most of Zamzam bank employees feel highly engaged and their response is consistent and shows a positive response from respondents. Zamzam bank can increase employee engagement levels, motivation, and productivity by strategically exploiting these insights.

5.3 Recommendations

As stated previously the dominant culture in Zamzam Bank is Laissez Faire leadership and as the regression analysis result shows that it does not have a significant and positive link with employee engagement which could harm the level of engagement of the employees and the organization productivity. These findings reveal that, while employees are engaged, supervisors at Zamzam Bank demonstrate a high level of passive and avoidant leadership practices. It is recommended that, if Zamzam Bank wants to foster a greater level of employee engagement in the firm, it should prioritize improving transactional leadership behaviors because they are much more favorable than other leadership styles. Employees who are involved in their work are satisfied, productive, and loyal to the organization.

- ✓ Provide the current managers and supervisors information based on a thorough comprehension of the Multifactor Leadership Questionnaire of the respondents and the specific type of leadership style they think they exhibit. This study demonstrates how employees respond to different leadership styles and how they accomplish their jobs. The researcher suggests that the organization's management use this research to identify the most effective leadership style for employees and apply it more frequently. This can aid in developing future strategies and achieving organizational goals by developing supervisors' leadership behavior. It could provide managers with constructive input and help them lead their departments/teams more efficiently.

- ✓ The study suggests that transactional leadership is the most effective leadership style for supervisors. Employees performed better under transactional leadership compared to other styles tested. Supervisors must monitor employee engagement and use it to achieve departmental or organizational objectives.
- ✓ Based on regression result, Laissez Faire leadership is negatively related to employee engagement and is the dominant leadership style, so Zamzam Bank should take steps to reduce the level of passive and avoidant leadership practices within the firm. It is far better for managers to emphasis on transactional and transformational leadership practices in Zamzam Bank to increase the level of work engagement inside the firm.
- ✓ Implementing a leadership mentorship program so that managers can benefit from receiving continuous and constant developmental feedback on their behaviors from their subordinates and align themselves with the ideal qualities for effective and proactive leadership.

5.4 Suggestions for Further Studies and Limitation

- The study only identified three leadership styles: transformational, transactional, and laissez faire. Other characteristics such as situational, autocratic, authoritative, and delegative leadership styles were not acknowledged or included. Future researchers should consider including these variables to better understand employee engagement perceptions.
- Research suggests that self-efficacy, optimism, self-esteem, and colleague satisfaction all positively impact employee engagement, in addition to leaders (Xanthopoulou, Bakker et al., 2009). Further research is needed to find the best effective strategy to improve employee engagement. These accounts to the unexplained variance of employee engagement in this research which accounts 54.7% requires further research that incorporates other variables.
- The coefficients of the multiple regression analysis of the study shows that laisses faire leadership style impact on employee engagement is insignificant. Further study on research should be conducted to determine the true impact of laissez faire leadership style on employee engagement.
- To increase sample size for future researches for more accurate generalization of the data to the entire population and increase the duration of time while conducting the study.

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APPENDIX

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

QUESTIONNAIRE TO BE FILLED BY ZAMZAM BANK EMPLOYEE'S

This questionnaire is prepared to conduct scientific research for Partial Fulfillment for the Degree Master of Business Administration and Information System. The topic of the research is entitled as **The Effect of Leadership style on Employee Engagement: in the case of Zamzam bank head office**. The information given by you is used only for academic research purpose and highly determining the quality of this research. Therefore, please be honest and give your personal opinion about each question. The secrecy of your information is kept. So, confidentiality for your responses, comments, and opinions are ensured. I thank you in advance for your assistance by devoting your golden time in order to fill the questionnaire.

Yours sincerely,

Ekram Abdulaziz

INSTRUCTION: Please use this mark “√” or “X” in the boxes for your closed ended questions and give explanations briefly and precisely for open ended questions.

Part I: Demographic Information

1. Sex:

Male Female

2. Age:

- 20-29
- 30-39
- 40-49
- 50 and above

3. Education Level:

- Bachelor's Degree
- Master's Degree
- Doctorate or higher

4. Position Level:

- Entry Level
- Mid-Level
- Senior Management
- Executive

5. Years of Service at Zamzam Bank:

- Less than 1 year
- 1-5 years
- Other (Please specify): _____

Instruction: The following part two and three are Likert scale questions please indicate the extent to which you either agree or disagree with the following statements by marking a tick mark ✓ or × in the appropriate column to the right side.

Part Two: Leadership Style

1 –Strongly disagree	2- Disagree	3-Neutral	4- Agree	5- Strongly agree
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Leadership Style						
N O	DESCRIPTION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My manager put the interest of the employees in the company ahead of their personal interest.					
2	My manager considers the moral and ethical consequences of his decisions.					
3	My manager has an optimistic vision for our team and advocate a collective sense of mission.					
4	My manager challenges me to think critically and question assumptions.					
5	My manager shows a genuine concern for my needs and feelings.					
6	My manager sets clear, understandable expectations of what I can get rewarded for my performance.					
7	My manager regularly provides recognition and rewards when others reach their goals.					

8	My manager track all of our mistakes so that we can correct them.					
9	My manager informs us of the necessary standards required to perform our work properly.					
10	My manager intervenes only when standards are not met.					
11	My manager is content to let us continue working in the same way as always.					
12	My manager avoids making decisions.					
13	My manager waits too long to respond to urgent matter in the company.					
14	Usually, my manager waits until something goes wrong before doing something about it.					

Section 3: Employee engagement

Employee Engagement Rating Form						
No	Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have gotten meaningful feedback in the last week from my supervisor.					
2	I am aware of my responsibilities at work.					
3	I'm provided with the materials and equipment I need to do my work right.					
4	At work, I have the opportunity to do what I do best every day and be the best version of myself.					
5	Over the past seven days, I have been commended or acknowledged for my excellent performance.					
6	The mission or purpose of my company makes me feel my job is important.					
7	I feel like my opinions matter at work.					
8	My organization cares about my overall wellbeing.					
9	My associates or colleagues are dedicated to contributing to doing exceptional work.					
10	My manager, or coworkers in the company, seems to care about me as a person.					

11	My associates and coworkers are dedicated to contributing to exceptional work.					
12	I've had the chance at work to learn and develop myself professionally.					