THE EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE ENGAGEMENT IN AN INTERNATIONAL BANK WITH SUBSTANTIAL OPERATIONS IN KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Research Project Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirements for the Degree of Executive Master of Science in Organizational Development (EMOD)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________  Date: ___________________________

Elizabeth K. Ndethiu  (609199)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________  Date: ___________________________

Dr. Scott Bellows

Signed: ___________________________  Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT

While employee engagement is still a relatively new area of research, it has been found that engagement significantly predicts job satisfaction and employee commitment to the organization. The purpose of this study was to determine the effects of leadership styles on employee engagement within an international bank with substantial operations in Kenya. The study specifically aimed to answer the following: What is the effect of leadership styles on the employee’s beliefs about the organization and their work conditions? What is the effect of leadership styles on the employee’s feelings about the organization and work commitment? and what is the effect of leadership styles on the employee’s organizational citizenship behaviour?

The study employed a descriptive survey design. The target population for this study consisted of 683 employees from the bank’s various units in its Head Office in Nairobi. A quota of 30% was established for each stratum within the bank from the five strata of: Service Line, Technical Systems Support, I.T. Helpdesk, Network Support and Data Centre. The study used stratified random sampling design where the researcher selected 205 respondents. A questionnaire was used as a sole data collection tool to collect primary data. The Inferential statistical method used was correlation and the descriptive statistical methods involved measures of central tendency; that is the mean. Statistical Package for the Social Sciences software (SPSS) assisted in data analysis. A multivariate regression model was applied to determine the relative importance of each of the variables within the engagement of employees.

This study found that respondents were valued as individuals to a great extent (by a mean score of 4.06 out of 5). This study’s findings also noted that respondents agreed that the organization treats its employees with respect and dignity to a great extent (by a mean score of 3.92 out of 5). Finally, this study also established that respondents diligently observed the work rules and the code of conduct of the organization to a great extent (by a mean score of 4.42 out of 5). The researcher therefore, based on these findings concludes, that leadership styles do influence the employee’s beliefs about the organization and their work conditions. This was determined through the managers taking a real interest in the well being of the employees, who felt motivated in their daily duties and this made it easy for employees to spend ample time with their managers which improved their performance. The study also concludes that leadership styles do affect the employee's feelings about the organization and work commitment about the
organization and work commitment. The study finally concludes that leadership styles affect the employee’s organizational citizenship behaviour.

This study recommends that there is a need to have an entrenched training program within the organization geared towards building on employee beliefs about the organization and their work conditions from within the organization. The study also recommends that managers should use the most appropriate and effective leadership style that facilitates collective responsibility and consultative decision making with all stakeholders within the organization. Lastly, this study recommends that managers should also consider adopting transformational leadership and authentic leadership styles which, from research, have been found to be the most engagement-friendly leadership styles.
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LIST OF ABBREVIATIONS

I.T: Information Technology
LMX: Leader-Member Exchange
OCB: Organizational Citizenship Behaviour
SET: Social Exchange Theory
SPSS: Statistical Package for the Social Sciences Software
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Managers clearly agree that this century demands more efficiency and productivity than any other time in history as businesses are striving to increase their performance and to succeed in putting their company ahead of competitors (Kompaso & Sridevi, 2010). Moreover, the current global economy is constantly driven by innovation, performance and profitability. Batista-Taran, Shuck, Gutierrez and Baralt (2009) note that due to globalization, companies are changing their structure in order to compete in the bigger global arena. According to Lockwood (2007), society and businesses are witnessing unprecedented change in an increasingly global marketplace, with many companies competing for talent. She further notes that as organizations move forward into a boundary-less environment, the ability to attract, engage, develop and retain talent will become increasingly important.

According to Saks (2006), a highly engaged workforce is the sign of a healthy organization, whatever its size, geographical location and economic sector (Devi, 2009). Engagement does not only benefit the organizations but also the individuals within the organization through increased enthusiasm, greater value to the employer, improved physical health, and happiness (Loehr, 2005). Harter, Schmidt and Hayes (2002) report that employee engagement is positively related to important business performance metrics such as customer satisfaction, loyalty, profitability, and productivity, which are critical in a service industry such as banking. Moreover, successful companies are not just engines for job creation but also engines for local social and community improvement (Clifton, 2011).

There is a general belief that there is a connection between employee engagement and business results and this is the reason why managers and organizations in general are slowly realizing the need to take the engagement of their most important asset, their employees, seriously (Harter et al., 2002). Employee engagement is a key business driver for organizational success and therefore high levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value.
Engaged employees are most likely to make positive contributions to their companies by attracting and retaining new customers, driving innovation or simply spreading their positivity to co-workers (Crabtree & Robison, 2013).

According to Crabtree and Robison (2013), engaged workplaces can also boost economies but the sad reality is that only 13 percent of employees worldwide are engaged in their jobs and the vast majority of employees worldwide, are emotionally disconnected from their workplace and are less likely to be productive. Hoffman and Tschida (2007) report that engaged employees are a leading indicator of business outcomes and that while many banks try to improve employee satisfaction with pay and benefits, these do not entirely lead to improved business outcomes. They add that employees who feel actively disengaged, which in the United States banking industry is 13 percent, are a poison to the whole ecosystem of the company, making it very difficult for even the best customer-service strategy to be put into effective operation.

Bakker and Demerouti (2008) report that “engaged workers perform better than non-engaged workers [because they] often experience positive emotions, including happiness, joy, and enthusiasm; experience better health; create their own job and personal resources; and transfer their engagement to others” (p. 215). Researches previously conducted highlight that the employee connection to the organizational strategy and goals, acknowledgment for work well done, and a culture of learning and development foster high levels of engagement and without a workplace environment for employee engagement, turnover will increase and efficiency will decline, leading to low customer loyalty and decreased stakeholder value (Lockwood, 2007). An engaged employee is one who not only stays in the organization, but also shows higher levels of discretionary effort, increasing both overall individual and collective performance (Harter, Schmidt & Keyes, 2003).

Employee engagement is a matter of concern for leaders and managers in organizations across the globe as they recognize that it is a vital element affecting organizational effectiveness, innovation and competitiveness (Welch, 2011). As mentioned by Lockwood (2007) the number one factor that influences employee engagement and commitment is the manager-employee relationship. She emphasizes that the manager creates the connection between the employee and the organization, and as a result, the manager-employee relationship is often the “deal breaker”
in relation to retention. A study conducted in 2006 by BlessingWhite, a Research Consultancy firm, shows that employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization.

The management in any organization, large or small, set the tone and culture of the organization and it is their responsibility to engage their employees in their work and in the organization’s goals and vision (Batista-Taran et al., 2009). The Corporate Leadership Council (2004) note that managers who demonstrate these characteristics: show strong commitment to diversity, take responsibility for successes and failures, demonstrate honesty and integrity, help find solutions to problems, respect and care for employees as individuals, set realistic performance expectations, demonstrate passion for success and defend their direct reports, significantly promote employee engagement.

Over the years, leadership has presented a major challenge to practitioners and researchers alike (Northhouse, 2013). The term leadership is a highly valued phenomenon that is very complex and is a process that is similar to management in many ways as it involves influence and requires working with people, which management requires as well (Northhouse, 2013). Ologbo & Saudah (2011) asserts that a manager’s leadership style and support considerably add to employee engagement. Leadership is not "one size fits all" thing; often, a manager must adapt their style to fit a situation or a specific group and this is why it is useful to gain a thorough understanding of various leadership styles; after all, the more approaches the manager is familiar with, the more tools they will be able to use to lead effectively (Murray, 2013).

Many leadership models differentiate two main types of leadership behaviours: task-oriented, which has a strong focus on targets, close supervision, and control of subordinate actions, and relationship-oriented behaviour, which focuses on sensitivity to individual and group needs, care for group tensions and focus on harmonic working relations (Euwema, Wendt & Van Emmerik, 2007). These leadership behaviours are also referred to as directive and supportive leadership respectively (Northhouse, 2013). In terms of leadership styles, transformational (supportive), transactional (directive), and laissez-faire (non-involvement) styles have been shown to reflect the full-range of leadership styles (Leban, & Zulauf, 2004).
Research on these styles has found that teams led by transformational leaders (who are more relationship-oriented) have moderately higher performance than groups led by leaders who employ other leadership styles (Lussier, 2008). In addition, research that was carried out on employees and managers by Ghafoor, Qureshi, Khan and Hijazi (2011) indicated that there is a significant relationship between transformational leadership, employee engagement practices and employee performance. Achua and Lussier (2013) later stated that “transformational leadership seeks to change the status quo by articulating to followers the problems in the current system and a compelling vision of what new organizations could be” (p.311). Leadership research shows consistent links between transformational leadership and constructs that are argued by some to be part of engagement, such as motivation, job satisfaction, organizational commitment, proactive behaviours, and organizational citizenship behaviours (Xu & Thomas, 2011). Rowold and Rohmann (2009) noted that transformational leadership is more associated with positive emotions experienced by employees, whereas transactional leadership, which uses conventional reward and punishment to gain compliance from their followers, is more associated with negative emotions.

It is, however, important to note that the key element of the employee engagement goes beyond other constructs such as job satisfaction, organizational commitment, job involvement, organizational citizenship behaviour because it involves the active use of emotions, cognition and behaviour while focusing on interactions of employers and employees working in consonance with the organization’s objectives and strategy (Andrew and Sofian, 2011).

1.2 Statement of the Problem

Robinson et al., (2004) argues that there is very little academic and empirical research on employee engagement, a topic that has become so popular. While engagement is still a relatively new area of research, it has been discovered that engagement considerably predicted job satisfaction and employee commitment to the organization (Saks, 2006). Soieb, Othman and D’Silva (2013) state that in recent years, employee engagement has become a topic that keeps coming up and often debated by top management in both the private and public sector. Townsend and Gebhardt, (2008) have specifically identified that to increase the level of
employee engagement, effective leadership has been acknowledged as an essential prerequisite and even demonstrates a possible link to organization performance.

Although there is a growing body of literature investigating employee engagement, scholars have noted that academic research lags behind practitioner developments and this is particularly notable with respect to the role of leadership in employee engagement (Macey & Schneider, 2008; Robinson et al., 2004). While there has been initial research on the relationship of leadership dimensions with engagement, this literature is limited in that measures of engagement have not been provided for scrutiny (Xu & Thomas, 2011).

Although research has been carried out on employee engagement in the United States banking sector and worldwide (Crabtree & Robison, 2013; Hoffman & Tschida, 2007), no research has been conducted concerning the effects of leadership styles on employee engagement in the Kenyan and African banking industry as a whole, thus the need for this research study to be carried out. In highlighting the effects of leadership styles on employee engagement, this study aimed to draw the managers’ and researchers’ attention to the importance of the relationship between leadership styles and employee engagement within the banking industry, which ultimately affect job and organizational performance and job and organizational commitment.

1.3 Purpose of the Study

The purpose of this study was to determine the effects of leadership styles on the engagement of employees within an international bank with substantial operations in Kenya.

1.4 Research Questions

This study aims to answer the following questions:

1.4.1 What is the effect of leadership styles on the employee’s beliefs about the organization and their work conditions?

1.4.2 What is the effect of leadership styles on the employee’s feelings about the organization and work commitment?

1.4.3 What is the effect of leadership styles on the employee’s organizational citizenship behaviour?
1.5 Importance of the Study

1.5.1 The Banking Industry

An engaged employee not only increases his or her job performance and commitment within an organization, but also goes beyond the job requirements thus increasing the organization’s general performance and making it more profitable in turn enhancing the general performance of the banking industry as a whole.

1.5.2 Managers and Leaders

It is imperative for managers and leaders within the banking industry to recognize and acknowledge that the leadership style demonstrated to employees can positively and negatively affect the levels of employee engagement and how their employees approach their work.

1.5.3 Academicians and Researchers

The trends of employee engagement are rapidly evolving as more and more researchers look into the trends that drive employee engagement particularly in the 21st Century. There is a growing need for additional research to be conducted in this area. Leadership is also another area of focus as a great number of organizations and institutions have realized that a good leader sets the tone for success, motivation and engagement of the employees and in the organization at large.

1.6 Scope of the Study

This study will focus on senior management, general managers, supervisors and the general staff of an international bank with substantial operations in Kenya, particularly those who are based in the head office. The study will be carried out within a period of ten months.

1.7 Definition of Terms

1.7.1 Leadership

Leadership is described as process whereby an individual influences a group of individuals to achieve a common goal (Northhouse, 2013). Yukl (2006) further defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do
it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

1.7.2 Leadership Styles

According to Northouse (2013), leadership styles are described as the directive (task) or supportive (relationship) behaviour pattern of an individual who attempts to influence others.

1.7.3 Employee Engagement

Kahn (1990), an expert on employee engagement, describes employee engagement as the harnessing of organization members’ selves to their work roles; whereby they employ and express themselves physically, cognitively, and emotionally during role performances. Devi (2009) more recently describes employee engagement as the extent to which an employee puts discretionary effort into his or her work, beyond the required minimum to get the job done, in the form of extra time, brainpower and energy.

1.8 Chapter Summary

Chapter One described the background of the problem, the statement of the problem, the purpose of the study and defined the three research questions critical to this study. This chapter had detailed the importance of the study to the banking industry, managers, leaders, academicians and researchers and also defined the main terms of this study that is leadership, leadership styles and employee engagement. The next chapter, Two, reviewed the literature pertinent to this study where the three main themes have been discussed as researched globally and locally. Chapter Three outlines the methodology used to collect data. Chapter Four will contain a presentation and discussion of the research findings and an analysis of those findings. The results are then analyzed and interpreted. Chapter five presents a summary of the findings, conclusions and recommendations for improvement as well offer an area for further research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Chapter Two presents a review of the literature in relation to the purpose of the study, which is to determine the effects of leadership styles on the engagement of employees of an international bank with substantial operations in Kenya. This chapter is structured according to the three research questions namely: What is the effect of leadership styles on the employee’s beliefs about the organization and their work conditions, what is the effect of leadership styles on the employee’s feelings about the organization and work commitment and finally, what is the effect of leadership styles on the employee’s Organizational Citizenship Behaviour.

2.2 The Effects of Leadership Styles on the Employee’s Beliefs about the Organization and Work Conditions

One of the components of employee engagement is the psychological component, which is concerned with the employees’ beliefs about the organization, its leaders and the working conditions (Kahn, 1990). A research study conducted in 2006 by White, a Research Consultancy firm, demonstrates that employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization.

2.2.1 The Three Psychological Conditions Related to Employee Engagement

Kahn (1990) found that there were three psychological conditions associated with engagement or disengagement at work: meaningfulness, safety, and availability. He argued that people asked themselves three fundamental questions in each role situation: (i) How meaningful is it for me to bring myself into this performance; (ii) How safe is it to do so? and (iii) How available am I to do so? He found that workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety, and when they were more psychologically available.
2.2.1.1 Psychological Meaningfulness

Kahn (1990) emphasizes that the employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued too. These feelings are more likely to be experienced at work when there is an alignment between the employee’s values and the organizational values (Chalofsky, 2003). Wildermuth and Pauken, (2008) argue that meaningful work is not only important but also challenging, requiring constant learning and progress and challenging jobs increase feelings of accomplishment on completion. They highlight that too little challenge could lead to boredom and on the other hand, too much could backfire and cause burnout. Previous research has shown that leadership, specifically charismatic leadership, can affect the meaningfulness of employees’ work as measured by work engagement (Strickland, Babcock, Gomes, Larson, Muh & Secarea, 2007).

The social exchange theory is the most accepted and widely used theory in recent research on employee engagement (Andrew & Sofian, 2011). According to Saks (2006), a stronger theoretical rationale for explaining employee engagement can be found in social exchange theory (SET) which argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. Saks (2006) also noted that, the good way for employees to repay their organization is through their level of engagement. Employees will choose whether or not to engage themselves in relation to the resources they get from their organization (Andrew & Sofian, 2011). Additionally, Ram and Prabhakar (2011) state that in relation to SET, when employees receive rewards and recognition from their organization, they will feel obliged to exercise a fair exchange, by responding with higher levels of engagement. A basic principle of SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain ‘rules’ of exchange (Cropanzano & Mitchell 2005). According to the research conducted by Saks (2006), employees who perceive higher organizational support are more likely to reciprocate with greater levels of engagement in their job and in the organization.

According to Batista-Taran, Shuck, Gutierrez and Baralt (2009), employees can do little to improve their job meaningfulness and job satisfaction under transactional leadership, which uses conventional reward and punishment to gain compliance from followers. Transactional leadership, which is based on an exchange process, motivates subordinates by appealing to their
personal desires, based on instrumental economic transactions (Men & Stacks, 2013). Achua and Lussier, (2013) stated that transactional leaders seeks to maintain stability within an organization through regular economic and social exchanges that achieve specific goals for both leaders and their followers. There are three distinctive characteristics that define transactional leaders: contingent reward (a practice where leaders provide rewards if they believe subordinates perform adequately and/or try hard enough), management by exception (conservative approach whereby resources are applied in response to any event falling outside of established parameters), and laissez-faire whereby a leader only gets involved when there is a problem (Northouse, 2013; Bass, 1985).

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

2.2.1.2 Psychological Safety

Psychological safety has been defined as feeling able to show and employ one’s self without fear of negative consequences to self-image, status or career (Kahn, 1990). He adds that trust becomes important even for intrinsically motivated behaviour, as the conditions that contribute to the investment of self is what has been identified as psychological safety. May et al., (2004) state that individuals feel safe when they perceive that they will not suffer for expressing their true selves at work. They further state that in a safe environment, employees understand the boundaries surrounding acceptable behaviours while employees in unsafe environments characterized by ambiguous, unpredictable and threatening conditions, are likely to disengage from their work and be wary of trying new things.

Kahn (1990) further stated that psychological safety is the belief people have that they will “not suffer for their personal engagement” (p. 708). It has been seen in a significant number of studies that a strong degree of trust and confidence in senior leaders increases the chances that
the employee will repay with engagement, as trust is an important factor in building relationships (Ologbo & Saudah, 2011). Macey and Schneider (2008) state that organizations must promote a sense of trust that employees will benefit from the psychological and behavioural relational contracts in the organization. They further add that an employee’s trust in the organization, the leader, the manager, or the team is essential to increasing the likelihood that engagement behaviour will be displayed.

Psychological safety offers the most potential for leadership to influence engagement and particularly leadership that provides a supportive, trusting environment allows employees to fully invest their efforts into their work roles (Xu & Thomas, 2011). Kahn (1990) established that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. He adds that organizational members feel safe in work environments that were characterized by openness and supportiveness and that a supportive environment allows members to experiment and to try new things and even fail without fear of the consequences.

May et al. (2004) observe that supportive supervisor relations are positively related to psychological safety. Cartwright and Holmes (2006) also found that leaders who focus on relationship building and trust development increase engagement levels. May et al., (2004) concluded that managers should also work to establish employee perceptions of safety by developing supportive, trustworthy relations with their employees and counsel employees high in self-consciousness into appropriate roles or help them receive counseling in order to change their insecurities.

2.2.1.3 Psychological Availability

Psychological availability is defined as an individual’s belief that he or she has the physical, emotional and cognitive resources to engage the self at work (Kahn, 1990). It assesses the confidence of a person to engage in his or her work role, given that that individual is engaged in many other life activities (May et al., 2004). Employee wellness programs that provide tools and resources for stress management may help workers become more in tune and promote well-being, thereby reducing workplace stress and strengthening employee performance (Heart Math, 2011).
May et al. (2004) note that activities outside the workplace which may include membership of outside organizations, such as school, other jobs and volunteer activities, are likely to distract an individual’s attention so that he or she is unable to be available to focus on his or her role tasks. They add that managers should be careful to design jobs to minimize the cognitive, emotional and physical strain experienced by employees and should not overload employees with cognitive processing demands, or require them to perform extensive emotional labour in their positions without breaks, and should minimize the ergonomic job-related hazards present in their jobs. Furthermore, managers should encourage employees to invest in the development of their own skills and resources in order to improve perceptions of psychological availability and balance participation in outside organizations with the need to make themselves available for their jobs (May et al., 2004).

### 2.3 The Effects of Leadership Styles on the Employee’s Feelings about the Organization and Work Commitment

The second component of employee engagement, the emotional component, is concerned with how employees feel about the organization, its leaders and their work conditions and whether they have positive or negative attitudes toward these three factors (Kahn, 1990). According to Schaufeli, Martínez, Marque’s-Pinto, Salanova and Bakker (2002), some researchers have described engagement as a positive, fulfilling, work-related state of mind. With this state of mind, employees more often experience positive emotions, such as happiness, joy and enthusiasm and has been found to be related to good health and positive work effects, which are likely to result in positive work outcomes (Sonnentag, 2003). According Dale Carnegie Training (2012), employees personalize their job through emotions felt about the organization’s actions as a whole and about their own supervisors and that satisfaction with line management affects the overall level of satisfaction with the organization which is ultimately linked to employee engagement.

#### 2.3.1 Organizational Commitment

According to Carmeli and Gefen (2005), organizational commitment is perhaps the most researched form of work commitment. Schaufeli and Bakker (2004) observed that highly engaged employees are likely to have a greater emotional attachment to their organization and a lower tendency to leave their organization. High levels of engagement can only be realized in
workplaces where there is a common and shared sense and feeling of destiny and purpose that connects people at an emotional level and raises their personal aspirations (Holbeche & Springett, 2003). Those who emotionally connect in a positive way with an organization feel a sense of ownership and are more likely to stay with it, delivering superior work in less time and reducing turnover costs (Dale Carnegie Training, 2012). However, in today’s workplace, employees are becoming increasingly frustrated and disenchanted with work and instead are looking for the opportunity for greater self-expression and fulfillment (Bunting, 2004).

Organizational commitment has been described as the degree to which an individual identifies with an organization and is committed to its goals (Little & Little, 2006). The three-component model of organizational commitment developed by Meyer and Allen in 1997 dominates organizational commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). This model states that organizational commitment is experienced by the employee as three simultaneous mindsets comprising of affective, normative, and continuance organizational commitment. The model by Meyer and Allen (1997) states that affective commitment (desire to remain in the organization) reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences, normative commitment (obligation to remain) reflects commitment based on perceived obligation towards the organization and continuance commitment (perceived cost of leaving) reflects commitment based on the perceived costs, both economic and social, of leaving the organization.

2.3.2 Organizational Justice

Organizational justice is important because employees who have a perception of organizational fairness are reported to have a higher level of work performance, trust in their supervisor, psychological ownership and organizational commitment (Cheung, 2013). Colquitt, Greenberg and Zapata-Phelan (2005) stated that there are two distinctive dimensions of organizational justice, that is, interpersonal justice, treating employees with respect and dignity, and informational justice, providing candid explanations. Since leaders are often the ones who closely interact with their subordinates, by showing respect and concern the subordinates may reciprocate this goodwill to the leader that provides interpersonal fairness, which is closely associated with norms of a leader for setting acceptable social behaviours (Cheung, 2013). Scott, Colquitt, and Zapata-Phelan (2007) also reported that the relationship between
subordinates’ charisma and interpersonal justice was mediated by leaders’ emotional feeling towards their subordinates.

A review carried out by Palaiologos, Papazekos and Panayotopoulou (2011) suggests that there are three additional kinds of organizational justice, namely distributive, procedural and interactional justice. Distributive justice deals with the perceived fairness of the outcomes or allocations that individuals in organizations receive, procedural justice refers to fairness of the procedures used to decide outcomes and addresses fairness issues regarding the methods, mechanisms, and processes used to determine those outcomes, and interactional justice establishes that people care about the fairness of the interpersonal treatment and communication that they receive.

Cheung (2013) states that researchers provide reasons to suggest that the effects of interpersonal and informational justice are far more important than those of distributive justice and procedural justice. She adds that Bies (2005) reasoned that distributive and procedural justice involve daily encounters between leaders and subordinates and these occur regardless of any resource-allocation decisions being made, whereas interpersonal and informational justice are closely bounded in the context of resource exchanges that occur infrequently. In addition, Scott et al. (2007) highlighted the fact that interpersonal justice and informational justice have day-in day-out importance, whereas distributive and procedural justice do not. All in all, distributive justice, procedural justice, and interactional justice are considered forms of organizational justice that deal with people’s perceptions of fairness in organizations (Colquitt et al., 2005). When employees perceive that leaders are fair and when leader behaviours are attributed to benevolent intentions, employees tend to conclude that the leaders are committed to them thus resulting in high-quality leader-member exchanges (Erkutlu, 2011).

2.3.3 Organizational Environment

Employee engagement is also concerned with how employees feel about their working conditions (Kahn, 1990). The analysis of various research studies on the organizational roots of employee engagement and burnout revealed three important environmental factors connected to engagement: relationships, work-life balance and values (Wildermuth & Pauken, 2008). In relation to work-life balance, Sonnentag’s 2003 study on engagement and recovery revealed that
engagement levels increased when individuals had the opportunity to recuperate from workplace stressors. Organizations that help their employees to work in a way which best supports them in balancing their work and home environments are more likely to have engaged employees (Devi, 2009).

Work-life balance benefits have the potential to simultaneously improve an employee’s quality of life and organizational effectiveness (Peters & Heusinkveld, 2010). Kalliath and Brough (2008) define work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities. Additionally, Greenhaus and Powell (2006) have defined work-life enrichment as the extent to which experiences in one role improve the quality of life in the other role. Specifically, enrichment focuses on resources from one domain used in the other, whereas balance refers to the management of work and non-work responsibilities (Poelmans, Patel, & Beham, 2008). However, according Koubova and Buchko (2013) involvement in multiple roles, be it a family role, work role or some other roles may have either a negative or positive effect on job performance.

2.3.4 Leadership Practices

The emotional aspect of employee engagement also concerns how employees feel about their leaders. Employees need to have confidence in their organization and this is most powerfully reflected through the reliability and integrity shown by the leadership team and leadership, according to employee engagement literature encompasses clarity of company’s values, respectful treatment of employees and company’s standards of ethical behaviour (Andrew & Sofian, 2011). According to Welbourne (2007), one of the first requirements of an engaging leader is that he himself is engaged. She adds that if leaders are burned out and focused solely on immediate results, they may not be able to role model or reward non-core innovations. Moreover, overworked leaders are unlikely to tolerate employees who spend time and energy on non-core responsibilities (Wildermuth & Pauken, 2008). A research study carried out by Avolio, Gardner, Walumbwa, Luthans and May (2004) on the relationship between leadership and engagement identified two engagement-friendly leadership styles; and these were transformational leadership and authentic leadership.
According to Avolio et al. (2004), transformational leadership is one of the most widely researched and arguably one of the most effective leadership styles. This form of leadership involves the creation of an emotional attachment between leaders and employees as transformational leaders take a real interest in the well-being of their employee (Men & Stacks, 2013). The concept of transformational leadership is comprised of four areas: Idealized influence, where followers trust and identify with their leader; inspirational motivation, whereby leaders provide meaning and challenge in followers’ work; intellectual stimulation, whereby leaders invigorate followers’ adaptivity and creativity in a blame free context; and individualized consideration, in which leaders support followers’ specific needs for achievement and growth (Bass, 1985; Bass et al., 2003). In particular, the transformational leader’s visionary and inspiring competencies are of considerable importance to engagement in that a leader’s inspirational motivation reduces employee exhaustion and depersonalization because leader’s vision, when clearly and compellingly transmitted, gives followers reasons to reach goals (Densten, 2005).

The second leadership style connected to engagement is authentic leadership (Avolio et al., 2004). Authentic leadership combines ethical and transformational leadership qualities making authentic leaders inspiring, motivational, and visionary but also unwaveringly moral, compassionate, and service-oriented (Wildermuth & Pauken, 2008). Authentic leaders, therefore, strongly and visibly demonstrate their values in their leadership practices. Furthermore, an authentic leader’s interest in the well-being of the employee leads him or her to recognize individual differences, identifies complementary talents, and helps employees build upon their strengths and consequently increase employee engagement (Wildermuth & Pauken, 2008).

2.4 The Effects of Leadership Styles on the Employee’s Organizational Citizenship Behaviour

The third and final component of employee engagement is the behavioural component which consists of the discretionary effort engaged employees bring to their work in the form of extra time, brainpower and energy devoted to the task and the organization (Kahn, 1990). An engaged employee’s behaviour can be characterized as enthusiastic, energetic, motivated, and passionate about his or her work, whereas a disengaged worker is one who is apathetic, robotic,
depersonalized, estranged, and withdrawn from her or his job (Salanova, Agut & Peiró, 2005). This component of employee engagement also measures the willingness of employees to act in certain ways, skills which employees offer and willingness to go the extra mile (Towers Perrin, 2003).

Leader-Member Exchange (LMX) theory, a leadership theory, focuses on the quality of the relationship between a leader and the follower (Center for Leader Development, 2006). LMX takes a relationship-based approach to leadership, focusing on social dimensions of trust, loyalty, honesty, support and respect that help define the relationship between a leader and a follower and enables the leader’s control over outcomes that are desirable to the followers (Achua & Lussier, 2013). Ilies, Nahrgang and Morgeson (2007) note that LMX contributes to organizational effectiveness through the effect that high-quality relationships have on the extent to which employees engage in behaviours beyond their prescribed roles. They add that the importance of such behaviours for organizational effectiveness was first recognized by Katz (1964) who underlined the need for employees’ innovative and spontaneous activity beyond their specified roles. Smith, Organ, and Near (1983) later labeled these employee behaviours “organizational citizenship behaviours.” Consequently, the concept of Organizational Citizenship Behaviour (OCB) is introduced to this review.

2.4.1 Organizational Citizenship Behaviour (OCB)

In the 21st century, organizations increasingly expect employees to go beyond their formal job descriptions in order to cope with challenges such as downsizing, the flattening of organizational hierarchies and competitive pressures (Parker, Bindl, & Strauss, 2010). A fitting example of such described behaviour is Organizational Citizenship Behaviour (OCB) (Kim, Van Dyne, Kamdar & Johnson, 2013). Jain, Giga and Cooper (2013) point out that at the core of OCB are notions of voluntary action and mutual aid without a direct reciprocal monetary reward or formal recompense Organ (1988) noted that the essence of OCB is that individual who voluntarily help or assist others in the workplace and promotes the excellence of their employer without either an explicit or implicit promise of reward for the behaviour. He further sights that good citizenship behaviour is characterized by altruism, conscientiousness, sportsmanship, and courtesy.
Erkutlu (2011) notes that leaders must try to shape the work environment to provide greater opportunities for OCB; granted it would be hard for an employee to exhibit self-sacrifice if that employee had little contact with co-workers, and therefore no opportunities to observe their need for help or if the work rules were so inflexible that the employee was prevented from helping co-workers. It is believed that charismatic leadership is positively associated with OCB, as charismatic leaders can spark an employee’s engagement in work, which can lead to participation in positive behaviours that promote the organization and OCB (Babcock-Roberson & Strickland, 2010). Moreover, LePine, Erez and Johnson, (2002) observed that leaders’ support is the strongest predictor of significant OCB by subordinates.

Based on the social exchange theory mentioned earlier in this study, if employees perceive that the organization is treating them fairly or justly, then they are likely to reciprocate to the organization by actively engaging in OCB (Erkutlu, 2011; Jain, Giga, & Cooper, 2013). Moreover, those employees who experience positive work outcomes such as job satisfaction are likely to reciprocate with OCBs as a form of social exchange and individuals will choose to reciprocally benefit the perceived source of their job satisfaction (Ilies, Fulmer, Spitzmuller & Johnson, 2009). Lo and Ramayah (2009) sight that a great deal of researches have suggested that there are five basic personality factors that characterize OCB and these are known as Big Five dimensions which are classified as civic virtue, conscientiousness, altruism, courtesy and sportsmanship (Organ, 1988).

### 2.4.1.1 OCB Concept Adoption

According to Ilies, Fulmer, Spitzmuller and Johnson (2009), following years of research on the antecedents and consequences of formally prescribed job performance, researchers since the 1980s have increasingly turned their attention to more spontaneous and voluntary workplace behaviours that enhance organizational functioning, known variously as organizational citizenship behavior, prosocial organizational behaviour, extra-role behaviour and contextual performance. Several factors have been identified as possible antecedents of OCB, among them, job satisfaction, organizational and procedural justice, organizational support and trust of the leader (Holbeche & Springett, 2003), some of which have been highlighted in this review in the second component of employee engagement (the emotional component). These factors prompt
and encourage employees to engage in activities that are not within the scope of their job, but benefit the organization in broader sense.

Clifton (2011) points out that the effects of OCB for both the employee and organization have been revealed. It has highlighted that OCB improves the overall performance of employees, job satisfaction, and customer satisfaction. Furthermore, OCB is found to be associated with to high job performance, productivity, efficiency, cost reduction, profitability, employees’ retention and customer satisfaction (Schmidt and Hayes, 2002). Therefore, improving OCB of employees is contributory to the organizational effectiveness and efficiency. OCB relates to positive behavioural traits that are neither stated in the job description nor enforced by the employment contract. Besides contextual performance, OCB has also been coined as extra-role behaviours or discretionary behaviours (Devi, 2009). OCBs have been categorized in several ways, one framework describes a typology based on clusters of behaviours for example sportsmanship, conscientiousness, civic virtue, altruism, and courtesy, while another approach divides behaviours not by category of behaviour but instead by the intended beneficiary of the behaviour for example OCBs targeted at individuals (OCB-I) versus OCB targeted at organizations (OCB-O) (Ilies, Fulmer, Spitzmuller & Johnson, 2009). Schaufeli and Bakker (2004) additionally disaggregate the OCB concept into two dimensions: (1) a general compliance which concerns with what employees should do, and (2) altruism which focuses on employees’ willingness in helping others.

The circumplex model of OCB provides a conceptual framework for thinking about OCB research based on two major axes: organizational versus interpersonal behaviours and promotive versus protective behaviours (Moon, Van Dyne & Wrobel, 2005). Additionally, as stated earlier in this review Ilies, Fulmer, Spitzmuller and Johnson (2009) expound on this approach that divides behaviours not by category of behaviour but instead by the intended beneficiary of the behaviour i.e. OCBs targeted at individuals (OCB-I) versus OCB targeted at organizations (OCB-O). OCB can also be considered in terms of its prohibitive or promotive nature, where prohibitive behaviours are concerned with protecting organizational values, norms and rules, whilst preventing undesirable and unethical behaviours; and promotive behaviours deal with employees being proactive, adaptive, and moving the organization towards new objectives.
In other words, OCB can be categorized into protective (i.e. preserve and sustain the organization) and promotive (change and adaptability of oneself in improving the organization) characteristics (Lockwood, 2007). As such, helping behaviour is considered as an interpersonal and promotive OCB because this behaviour is directed at the individual level that helps to promote the efficiency of the organization (Harter et al., 2002). For example sportsmanship, a characteristic of OCB, is an interpersonal behaviour that is protective in nature and employees who engage in this type of behaviour do not complain or criticize because they focus on positive, rather than negative, elements at work (Chalofsky, 2003). This type of individual behaviour also tends to protect the organization by performing a peacemaking function when disagreements arise among co-workers (Kahn, 1990).

OCB also includes innovative or voice behaviour that is organizationally focused on acts to promote general change in the organization (Podsakoff et al., 2000). This behaviour is also concerned with the efforts taken by employees to improve products, services, relationships, and the like. Voice or innovative behaviour is different from other definitions of innovativeness because such behaviour relates to the frequency of ideas and engagement levels of employees when giving ideas for the overall improvement of the department or organization as a whole (Walz & Niehoff, 1996). Having delineated the OCB construct based on the Circumplex model, it can be summed up that helping and voice behaviours are promotive types of OCB, while sportsmanship and compliance are protective types of OCB (Erkutlu, 2011). Hallberg and Schaufeli (2006) also suggest that the utility of the Circumplex model of OCB is not limited to the hypothesized domains because the model can be improved in the future by adding further dimensions to better explain and understand the OCB construct.

OCB, therefore, involves a collection of discretionary employee behaviours that benefit the organization, as well as its employees and customers and that promote overall organizational efficacy (Organ, Podsakoff & MacKenzie, 2006; Organ, 1988). These are the behaviours that can help to support and maintain the psychological environment in which task performance takes place (Macey and Schneider 2008). Furthermore, although OCB has not been associated with rewards because of its discretionary or voluntary nature, it is inevitable that supervisors, and even employees themselves, would take OCB into consideration in making appraisal and reward decisions regarding their subordinates (LePine, et al., 2002). Hence, the conceptualization of
OCB as not directly or explicitly recognized by the reward system seems not quite applicable given the possible influence of OCB on supervisors’ appraisals (Xu & Thomas, 2011).

While most previous studies examine each dimension of OCB separately, this study measures OCB in aggregate, that is incorporating and looking at all the Big Five dimensions which are classified as civic virtue, conscientiousness, altruism, courtesy and sportsmanship, as originally constructed by Organ (1988). Most importantly, OCB can be measured in aggregate since no individual dimension has unique effects on organizational success or different antecedents. In other words, OCB dimensions are essentially equivalent constructs that in composite would have impacted organizational performance (Xu & Thomas, 2011).

Hence, it is the aggregate of all OCB dimensions that promote effective functioning of the organization (Hallberg & Schaufeli, 2006). A study by Bies (2005) has validated the use of composite measures of OCB. According to Scott et al. (2007), OCB may be assessed at the construct level based on the conceptual and empirical assertions in the literature. This is consistent with earlier suggestions by Colquitt et al., (2005) that the decision to use dimensional or construct level analysis should be made based on theory.

2.4.1.2 Characteristics of OCB

Lo and Ramayah (2009) sight that a great deal of researches have suggested that there are five basic personality factors that essentially characterize and encompass OCB and these are known as Big Five dimensions which are classified as civic virtue, conscientiousness, altruism, courtesy and sportsmanship (Organ, 1988).

Civic virtue is defined as a macro level interest in or commitment to the organization as a whole and is characterized by responsible participation in the political life of the organization such as attending meetings and reading company mail (Jain, Giga & Cooper, 2013). It is the responsibility of the subordinates to participate in the life of the organization and keep up with the changes in the organization (Organ, 1988). This dimension of OCB is actually derived from Graham’s (1991) findings which stated that employees should have the responsibility to be a good citizen of the organization. These good citizen behaviours reflect an employees’ recognition of being part of organization and that they accept the responsibilities which their job entails (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Other researchers have found that
civic virtue enhances the quantity of performance and help to reduce customer complaints (Walz & Niehoff, 1996).

According to Lo and Ramayah (2009), conscientiousness essentially describes a particular individual is organized, accountable and hardworking. In addition, conscientiousness is dedication to the job which exceeds formal requirements such as working long hours, volunteering to perform other jobs besides one’s core duties, observing punctuality, neatness, conserving resources, and other matters related to internal maintenance (Organ, 1988) and diligently following work rules and instructions (Kagaari & Munene, 2007).

Altruism which is also referred to as helpful behaviours, pro-social behaviours or neighbourliness (Jain, Giga, & Cooper, 2013) is defined by Smith, Organ, and Near (1983) as voluntary behaviours where an employee provides assistance to a fellow colleague with a particular problem to complete his or her task under unusual circumstances. Courtesy includes behaviours which focus on the prevention of problems and taking the necessary steps so as to lessen the effects of the problem in the future (Lo & Ramayah, 2009). In other words, courtesy means a member encourages other members when they are demoralized and feel discouraged about their professional development. Early research studies have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishing the time spent on conflict management resolution (Podsakoff et al., 2000).

Organ (1988) defined sportsmanship as the behaviour of warmly tolerating the irritations that are an unavoidable part of nearly every organizational environment. Podsakoff and MacKenzie (1997) revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover. Employees who demonstrate sportsmanship are those who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally (Podsakoff et al., 2000).

2.5 Chapter Summary

Chapter Two has presented a review of the literature in relation to the purpose of the study, which was to determine the impact of leadership styles on the engagement of employees of an
international bank with substantial operations in Kenya. In addition, this chapter has reviewed the three research questions: The effect of leadership styles on the employee’s beliefs about the organization and their work conditions which has reviewed the three psychological conditions related to employee engagement; that is meaningfulness, safety and availability; secondly, the effect of leadership styles on the employee’s feelings about the organization and work commitment which has reviewed the role of organizational commitment, organizational justice, organizational environment and leadership practices on employee engagement. Chapter three presents the studies research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Chapter Three describes the research methodology that was used by the study. This chapter defines and details the research design, the population and sampling design, the sampling frame, the sampling technique and the sample size. This chapter also illustrates the data collection methods, the research procedures and the data analysis methods used by the study.

3.2 Research Design

A research design is defined as the general plan of how a researcher will go about answering the research questions that he or she has set (Saunders, Lewis & Thornhill, 2011). Consequently, the research design has two main functions: the first is the identification and development of procedures and logistical arrangements required to undertake a study, and the second is to emphasize the importance of quality in these procedures to ensure their validity, objectivity and accuracy (Kumar, 2005).

The study utilized a descriptive survey design to identify, analyze and describe the effects of leadership styles on employee engagement in the international bank in Kenya. A descriptive survey describes and interprets “what is” and is concerned with conditions or relationships that exist; practices that prevail; beliefs, point of view, or attitudes that are held; processes that are going on; effects that are being felt; or trends that are developing (Manoharan, 2009). This design was chosen because the results gave definite conclusions and it described the characteristics of the respondents in relation to a particular research objective.
3.3 Population and Sampling Design

3.3.1 Population

A population is described as all members of any well-defined class of people, events or objects about which a generalization is made, whereas a sample is a portion of the population or a small group that is observed in a research study (Manoharan, 2009). The target population for this study consisted of 683 employees from the international bank’s Head Office in Nairobi from its various units. The bank wishes to remain anonymous due to reputation and confidentiality matters, but it is known to the supervisor of this research project.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sample frame is a listing of units or potential respondents from which a sample may be picked from such a listing (Gatara, 2010). The sampling frame for this research study consisted of a list of employees from these units: Service Line, Technical Systems Support, I.T. Helpdesk, Network Support and Data Centre, which was obtained from the Human Resources Manager of the bank on condition that the bank’s name remains anonymous.

3.3.2.2 Sampling Technique

The study employed stratified random sampling technique. In this technique the subjects are selected in such a way that the existing subgroups in the population are more or less reproduced in the sample and this means that the sample consists of two or more sub-groups or strata (Mugenda & Mugenda, 2003). Stratified random sampling has been chosen because it reduces sampling errors (Manoharan, 2009) and there is an available and adequate sample frame that will help in identifying the stratified characteristics of the intended research population (Gill & Johnson, 2010). The strata were classified according to various units which are Service Line, Technical Systems Support, I.T. Helpdesk, Network Support and Data Centre.
3.3.2.3 Sample Size

According to Saunders, Lewis and Thornhill (2011), a researcher’s choice of a sample size should be governed by: the level of certainty that the characteristics of the data collected represented the characteristics of the entire population; the accuracy that the researcher required for any estimates made from the sample; the types of analyses undertaken in the research study and finally, the size of the total population from which the sample is being drawn. A quota of 30% was established for each stratum in the bank from the five strata of; Service Line, Technical Systems Support, I.T. Helpdesk, Network Support and Data Centre. Using stratified random sampling design, the researcher selected 205 respondents on whom the survey was conducted. A table of random numbers was used to select the individual respondents for the study.

Table 3.1 Sample Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Sample representation</th>
<th>% sample representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Line</td>
<td>191</td>
<td>57</td>
<td>28</td>
</tr>
<tr>
<td>Technical Systems</td>
<td>121</td>
<td>36</td>
<td>18</td>
</tr>
<tr>
<td>Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I.T. Helpdesk</td>
<td>139</td>
<td>42</td>
<td>20</td>
</tr>
<tr>
<td>Network Support</td>
<td>109</td>
<td>33</td>
<td>16</td>
</tr>
<tr>
<td>Data Centre</td>
<td>123</td>
<td>37</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>683</strong></td>
<td><strong>205</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

In this study questionnaire, both hard and soft copies (the soft copy was through survey monkey online survey platform) were utilized as the data collection tool. The hard copies were printed while for the soft copy the researcher made use of the survey monkey website to collect data. A questionnaire is a written list of questions, the answers to which are recorded by the respondents (Kumar, 2005). This data collection method was utilized because it was accurate, convenient to use, inexpensive and provided anonymity for the respondents especially in the banking sector where information was highly sensitive and confidential. Research information is usually sought
about people’s beliefs, attitudes, behaviour and characteristics therefore; a questionnaire suitable because it is structured to suit specific types of information sought by a researcher (Gatara, 2010). The questionnaire adopted the questions from the literature review conducted in this study and consisted of four sections. Section one focused on the demographics, section two was based on research question one, section three was based on research question two and section four was based on research question three.

3.5 Research Procedures

Questionnaires were utilized as the data collection tool for this study and were self-administered, and filled by the respondents and collected by the researcher. A pilot testing of the questionnaire was done using ten respondents and they were distributed in person by the researcher in a span of four days. The researcher then had the opportunity to learn the various weaknesses of the questions and correct them before the questionnaire was applied to collect data more widely (Gatara, 2010).

3.6 Data Analysis Methods

This study used quantitative data analysis methods that were, descriptive statistics and inferential statistics as they showed the frequency of occurrence through establishing statistical relationships between variables (Saunders, Lewis & Thornhill, 2011). The Inferential statistical method that was used was correlation and the descriptive statistical methods involved measures of central tendency (the mean). The data analysis tool used for this research study was Statistical Package for the Social Sciences software (SPSS).

A multivariate regression model was applied to determine the relative importance of each of the variables with engagement of employees.

The regression model used was as follows:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon \]
Where:

\[ Y = \text{Engagement of employees} \]
\[ \beta_0 = \text{Constant Term} \]
\[ \beta_1 = \text{Beta coefficients} \]
\[ X_1 = \text{Employee’s beliefs} \]
\[ X_2 = \text{Employee’s feelings} \]
\[ X_3 = \text{Employee’s organizational citizenship behaviour} \]
\[ \varepsilon = \text{error term (residual term that includes the net effect of other factors not in the model and measurement errors in the dependent and independent variables).} \]

The correlation coefficients from the regression will show the effect (whether positive or negative) of the independent variables (employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour) on the dependent variable (the engagement of employees).

3.7 Chapter Summary

This chapter outlined the utilization of descriptive research design that helped to identify, analyze and describe the effects of leadership styles on employee engagement in the international bank in Kenya. The target population consisted of 683 employees and the sample size was 30% of the target population which is 205 employees from the bank’s Head Office. Stratified random sampling technique was used for this study and questionnaires were used and pilot tested for data collection. Finally, the quantitative data analysis methods used for this research study were the inferential statistical methods which will involve correlation and the descriptive statistical methods will involve measures of central tendency that is the mean. The next chapter, Chapter 4, outlined the results and findings of the collected and analyzed data.
CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents analysis and findings of the study on the effects of leadership styles on employee engagement in the international bank in Kenya. The data was collected exclusively from questionnaire as the research instrument.

4.1.1 Response Rate

The study targeted to sample 205 respondents in collecting data. From the study, 144 out of 205 sampled respondents filled in and returned the questionnaire contributing to 70%. This response rate was made a reality after the researcher made repeated personal visits to remind the respondent to fill-in and return the questionnaires.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>144</td>
<td>70</td>
</tr>
<tr>
<td>Not responded</td>
<td>61</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>205</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)
4.2 Respondents Information

4.2.1 Respondent’s Gender

The study aimed at establishing the respondents’ gender, 75% who were the majority were male while 25% were female. The findings show that gender parity was not considered.

Table 4.2: Respondent’s gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>108</td>
<td>75</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>144</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)

4.2.2 Respondent’s Position

Figure 4.1: Respondent’s Position

Source: Survey Data (2014)

On ascertaining the respondent’s position 69% who were the majority were support staff, 29% were managers while 3% were assistant managers. The findings show that the study targeted the three levels of staff in the institution.
4.2.3 Years Worked in the Organization

The study aimed at establishing the number of years respondents had worked in the organization. 32% who were the majority had worked for above 10 yrs, 19% had worked for 5 to 7 years, 19% had worked for 8 to 10 years, 16% had worked for 3 to 5 years while 15% had worked for less than 3 years. This shows that the respondents had vast information of the organization.

![Figure 4.2: Years worked in the organization](source: Survey Data (2014))

4.2.4 Unit of Work

![Figure 4.3: Unit of work](source: Survey Data (2014))
According to the findings 33% who were the majority worked in Data Centre unit, 29% worked in Technical System Support unit, 26% worked in Service Line unit, 10% worked in IT Help Desk unit while 3% worked in Network Support unit. The findings indicate that the targeted units were represented in the study.

4.2.5 **Respondent’s Age**

The study aimed at assessing the respondents’ age, 40% who were the majority were between the ages of 31 to 36 years, 23% were between the ages of 26 to 30 years, 20% were between the ages of 37 to 45 years while 17% were between the ages of 46 to 55 years. The findings show that the respondents could make independent decisions.

![Figure 4.4: Respondent’s age](source)

**Figure 4.4: Respondent’s age**

Source: Survey Data (2014)

4.3 **Employee's Beliefs about the Organization and Their Work Conditions**

A scale of 1-5 was used. Mean score of “1-2.5” represented low extent; “2.6-3.5” represented moderate extent while “3.6-5.0 represented great extent. On establishing the respondents’ level of agreement with statements relating to employee’s beliefs about the organization and leadership styles, it was found that they agreed to a great extent as shown by a mean score of 3.59 out of 5.0 in that; respondents were valued as individuals was to a great extent as shown by a mean score of 4.06 out of 5.0, respondents had freedom to express themselves at work was to a great extent as shown by a mean score of 3.67, respondents were assigned tasks that allowed them to better express their skill and talents was to a great extent as shown by a mean score of
3.65, respondents worked in an open, supportive and trusting environment to a great extent as shown by a mean score of 3.64, respondents had trust and confidence in their manager to a great extent as shown by a mean score of 3.62, the work challenged the respondents every day to a great extent as shown by a mean score of 3.60, respondents believed that the work they do was valuable and useful to the organization to a great extent as shown by a mean score of 3.55, respondents regularly received recognition from their manager to a great extent as shown by a mean score of 3.53, while it was to a moderate extent that respondents could disagree with their supervisor without fear of getting into trouble as shown by a mean score of 3.31 and respondents regularly receive rewards from their manager as shown by a mean score of 3.22.

### Table 4.3: Employee's beliefs about the organization and their work conditions

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe that the work I do is valuable and useful to the organization</td>
<td>3.55</td>
<td>0.66</td>
</tr>
<tr>
<td>I am valued as an individual</td>
<td>4.06</td>
<td>0.81</td>
</tr>
<tr>
<td>I regularly receive recognition from my manager</td>
<td>3.53</td>
<td>0.74</td>
</tr>
<tr>
<td>I regularly receive rewards from my manager</td>
<td>3.22</td>
<td>0.86</td>
</tr>
<tr>
<td>I am assigned tasks that allow me to better express my skill and talents</td>
<td>3.65</td>
<td>1.01</td>
</tr>
<tr>
<td>I have trust and confidence in my manager</td>
<td>3.62</td>
<td>1.21</td>
</tr>
<tr>
<td>I work in an open, supportive and trusting environment</td>
<td>3.64</td>
<td>0.87</td>
</tr>
<tr>
<td>I can disagree with my supervisor without fear of getting into trouble</td>
<td>3.31</td>
<td>1.33</td>
</tr>
<tr>
<td>My work challenges me every day</td>
<td>3.60</td>
<td>0.78</td>
</tr>
<tr>
<td>I have the freedom to express myself at work</td>
<td>3.67</td>
<td>0.94</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32.18</strong></td>
<td><strong>9.21</strong></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>3.59</strong></td>
<td><strong>0.92</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)

### 4.4 Employee’s Feelings about the Organization and Work Commitment

On ascertaining the level of agreement on statements on employee's feelings about the organization and work commitment with regard to the organization and leadership styles was found to be to a great extent as shown by a mean score of 3.69 out of 5.0 in that; respondents agreed that the organization treated its employees with respect and dignity to a great extent as
shown by a mean score of 3.92, respondents felt that they were part of the organization and its values to a great extent as shown by a mean score of 3.86, respondents were committed to working in the organization for the foreseeable future to a great extent as shown by a mean score of 3.76, the amount of work respondents were asked to do was reasonable to a great extent as shown by a mean score of 3.75, respondents perceived that the organization treated employees fairly to a great extent as shown by a mean score of 3.67, respondents manager encouraged their innovation and creativity to a great extent as shown by a mean score of 3.67, the management communicated well with all employees to a great extent as shown by a mean score of 3.57, respondents had the opportunity to recuperate from workplace stressors to a great extent as shown by a mean score of 3.51. However, it was to a moderate extent that the organization supported employees in balancing their work and home environments as shown by a mean score of 3.47.

Table 4.4: Employee's feelings about the organization and work commitment

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am committed to working in this organization for the foreseeable future</td>
<td>3.76</td>
<td>0.94</td>
</tr>
<tr>
<td>I feel that I am a part of the organization and its values</td>
<td>3.86</td>
<td>0.73</td>
</tr>
<tr>
<td>I perceive that the organization treats employees fairly</td>
<td>3.67</td>
<td>0.81</td>
</tr>
<tr>
<td>The organization treats its employees with respect and dignity</td>
<td>3.92</td>
<td>0.79</td>
</tr>
<tr>
<td>The amount of work I am asked to do is reasonable</td>
<td>3.75</td>
<td>0.97</td>
</tr>
<tr>
<td>The organization supports employees in balancing their work and home environments</td>
<td>3.47</td>
<td>1.02</td>
</tr>
<tr>
<td>My manager encourages my innovation and creativity</td>
<td>3.67</td>
<td>0.94</td>
</tr>
<tr>
<td>I have the opportunity to recuperate from workplace stressors</td>
<td>3.51</td>
<td>0.93</td>
</tr>
<tr>
<td>The management communicates well with all employees</td>
<td>3.57</td>
<td>0.72</td>
</tr>
</tbody>
</table>

Total: 33.18
Average: 3.69

Source: Survey Data (2014)

4.5 Employee’s Organizational Citizenship Behaviour

Respondents were asked to indicate their level of agreement with statements on employee’s organizational citizenship behaviour which was they agreed to a great extent as shown by a mean score of 4.09 out of 5.0 in that; respondents diligently observed the work rules and the code of
conduct of the organization to a great extent as shown by a mean score of 4.42, respondents regularly attended departmental meetings to a great extent as shown by a mean score of 4.31, respondents constantly encouraged others to be team players to a great extent as shown by a mean score of 4.28, respondents maintained a positive attitude even when others did not agree with their opinions and suggestions to a great extent as shown by a mean score of 4.22, respondents usually volunteered for jobs that were not part of their core duties to a great extent as shown by a mean score of 4.19, respondents would readily assist their colleague with a heavy workload even at the expense of their own work to a great extent as shown by a mean score of 4.08, respondents were well informed of major changes that took place in the organization to a great extent as shown by a mean score of 3.94, respondents were willing to sacrifice their personal goals and interests for the good of the unit as a whole was to a great extent as shown by a mean score of 3.83 and respondents were actively involved in the life of the organization to a great extent as shown by a mean score of 3.59.

Table 4.5: Employee’s Organizational Citizenship Behaviour

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I constantly encourage others to be team players</td>
<td>4.28</td>
<td>0.55</td>
</tr>
<tr>
<td>I regularly attend departmental meetings</td>
<td>4.31</td>
<td>0.82</td>
</tr>
<tr>
<td>I am well informed of major changes that take place in the organization</td>
<td>3.94</td>
<td>0.76</td>
</tr>
<tr>
<td>I am actively involved in the life of the organization</td>
<td>3.59</td>
<td>0.73</td>
</tr>
<tr>
<td>I usually volunteer for jobs that are not part of my core duties</td>
<td>4.19</td>
<td>0.76</td>
</tr>
<tr>
<td>I diligently observe the work rules and the code of conduct of the</td>
<td>4.42</td>
<td>0.81</td>
</tr>
<tr>
<td>organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would readily assist my colleague with a heavy workload even at the</td>
<td>4.08</td>
<td>0.72</td>
</tr>
<tr>
<td>expense of my own work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I maintain a positive attitude even when others do not agree with my</td>
<td>4.22</td>
<td>0.64</td>
</tr>
<tr>
<td>opinions and suggestions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am willing to sacrifice my personal goals and interests for the good of</td>
<td>3.83</td>
<td>0.96</td>
</tr>
<tr>
<td>the unit as a whole</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total                                                                     | 36.85| 6.75          |
| Average                                                                  | 4.09 | 0.75          |

Source: Survey Data (2014)

4.5.1 Leadership Styles and Power

The study aimed at establishing the level of leadership styles and power of employees in the organization which they agreed to a great extent as shown by a mean score of 3.69 in that respondents respected their manager as a competent professional to a great extent as shown by a
mean score of 4.10, the management of the organization knew what it was doing to a great extent as shown by a mean score of 4.02, respondents manager expected employees to follow his/her instructions precisely to a great extent as shown by a mean score of 3.98, respondents trusted and respected their manager to a great extent as shown by a mean score of 3.96, manager motivated employees by letting them know what was happening to them if their work was unsatisfactory to a great extent as shown by a mean score of 3.92, respondents manager took a real interest in the respondents well being to a great extent as shown by a mean score of 3.83. However, it was to a moderate extent that the manager encouraged certain behaviour by offering rewards as shown by a mean score of 3.45, respondents felt that they could trust what their managers told them to a moderate extent as shown by a mean score of 3.39, respondents enjoyed spending time with their manager to a moderate extent as shown by a mean score of 3.34, managers motivated employees by offering raises, promotions and awards to a moderate extent as shown by a mean score of 3.10.

Table 4.6: Leadership styles and power

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My manager takes a real interest in my well being</td>
<td>3.83</td>
<td>0.85</td>
</tr>
<tr>
<td>I enjoy spending time with my manager</td>
<td>3.34</td>
<td>1.17</td>
</tr>
<tr>
<td>I feel I can trust what my manager tells me</td>
<td>3.39</td>
<td>1.15</td>
</tr>
<tr>
<td>My manager motivates employees by offering raises, promotions and awards</td>
<td>3.10</td>
<td>1.03</td>
</tr>
<tr>
<td>My manager encourages certain behaviour by offering rewards</td>
<td>3.45</td>
<td>0.88</td>
</tr>
<tr>
<td>My manager expects employees to follow his/her instructions precisely</td>
<td>3.98</td>
<td>0.86</td>
</tr>
<tr>
<td>I respect my manager as a competent professional</td>
<td>4.10</td>
<td>0.80</td>
</tr>
<tr>
<td>I trust and respect my manager</td>
<td>3.96</td>
<td>0.93</td>
</tr>
<tr>
<td>The management of this organization knows what it is doing</td>
<td>4.02</td>
<td>0.81</td>
</tr>
<tr>
<td>Manager motivates employees by letting them know what will happen to them if their work is unsatisfactory</td>
<td>3.92</td>
<td>0.84</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37.09</strong></td>
<td><strong>9.32</strong></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>3.69</strong></td>
<td><strong>0.93</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)
4.6 Regression Analysis of the Findings

Table 4.7 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Standard Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.843</td>
<td>0.742</td>
<td>0.724</td>
<td>0.4216</td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)

a) Predictors: (Constant), Employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment, and employee’s organizational citizenship behaviour.

b) Dependent variable: Engagement of employees

The study used the R square. The R Square is called the coefficient of determination and tells us how engagement of employees varied with employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment, and employee’s organizational citizenship behaviour. The four independent variables that were studied explain 74.2% of the factors affecting engagement of employees as represented by R Squared (Coefficient of determinant). This therefore means that other factors not studied in this research contribute 25.8% of the factors affecting engagement of employees.

Table 4.8: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>11.72</td>
<td>9</td>
<td>1.302</td>
<td>44.231</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>3.432</td>
<td>99</td>
<td>0.066</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>15.152</td>
<td>108</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)
a) Predictors: (Constant), Employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment, and employee’s organizational citizenship behaviour

b) Dependent Variable: Engagement of employees

This study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour affect employee engagement. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results.

Table 4.9: Coefficients Results

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.116</td>
<td>.186</td>
<td>.559</td>
<td>8.478</td>
</tr>
<tr>
<td>Employee’s beliefs</td>
<td>0.577</td>
<td>.068</td>
<td>.559</td>
<td>8.478</td>
</tr>
<tr>
<td>Employee’s feelings</td>
<td>0.157</td>
<td>.043</td>
<td>.257</td>
<td>3.676</td>
</tr>
<tr>
<td>Employee’s organizational citizenship behaviour</td>
<td>0.082</td>
<td>.042</td>
<td>.301</td>
<td>2.252</td>
</tr>
</tbody>
</table>

a) Predictors: (Constant), Employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour

b) Dependent Variable: Engagement of employees

The established regression equation was

\[ Y = 0.116 + 0.577X_1 + 0.157X_2 + 0.082X_3 + 0.021X_4 + \epsilon \]
The regression equation above has established that holding all factors (Employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour) constant, factors affecting engagement of employees will be 0.116. The findings presented also show that taking all other independent variables at zero, a unit increase in employee's beliefs about the organization and their work conditions will lead to a 0.577 increase in the scores of the engagement of employees. A unit increase in employee's feelings about the organization and work commitment will lead to a 0.157 increase in engagement of employees. On the other hand, a unit increase in and employee’s organizational citizenship behaviour will lead to a 0.082 increase in the scores of the engagement of employees. This infers that employee's beliefs about the organization and their work conditions influence the engagement of employees most followed by employee’s organizational citizenship behaviour and then employee's feelings about the organization and work commitment. This study also established a significant relationship between engagement of employees and the independent variables; employee's beliefs about the organization and their work conditions (p=0.01<0.05), employee's feelings about the organization and work commitment (p=0.036<0.05) and employee’s organizational citizenship behaviour (p=0.20<0.05) as shown by the p values.

4.7 Non-Parametric Correlation

A Spearman correlation is used when one or both of the variables are not assumed to be normally distributed. The values of the variables were converted in ranks and then correlated. This study correlated employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour under the assumption that either of these variables are normal and interval.
Table 4.11 Correlations

<table>
<thead>
<tr>
<th></th>
<th>Employee’s beliefs about the organization and their work conditions</th>
<th>Employee’s feelings about the organization and work commitment</th>
<th>Employee’s organizational citizenship behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman’s rho</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee’s beliefs about</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td>.617</td>
</tr>
<tr>
<td>the organization and</td>
<td>Sig. (2-tailed) N</td>
<td>.61</td>
<td>.000</td>
</tr>
<tr>
<td>their work conditions</td>
<td></td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>Employee’s feelings</td>
<td>Correlation Coefficient</td>
<td>.617</td>
<td>1.000</td>
</tr>
<tr>
<td>about the organization</td>
<td>Sig. (2-tailed) N</td>
<td>.000</td>
<td>61</td>
</tr>
<tr>
<td>and work commitment</td>
<td></td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>Employee’s organizational</td>
<td>Correlation Coefficient</td>
<td>.547</td>
<td>.437</td>
</tr>
<tr>
<td>citizenship behaviour</td>
<td>Sig. (2-tailed) N</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2014)

The results suggest that the relationship between employee's beliefs about the organization and their work conditions and employee's feelings about the organization and work commitment (rho = 0.617, p = 0.000) is statistically significant. Employee’s beliefs about the organization and their work conditions and employee’s organizational citizenship behaviour had a rho of 0.547 and a p value of 0.000 therefore denoting statistical significance. Employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour had a rho of 0.437, p=0.000 further pointing to a statistical significance.

4.8 Chapter Summary

This chapter reviewed the findings as received from the field from the respondents and presented them in a statistical manner with tables and figures. The next chapter discusses the findings, draws conclusions and gives recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the study findings, discussions of the research findings where the findings are compared with the findings of other relevant studies carried out earlier, conclusions that were drawn by the researcher according to the findings of this study and the recommendations made by the researcher for improvement. This study further illustrates the recommendations that can be adopted by the relevant authorities in the organization to ensure leadership effectiveness and general efficiency and success in the organization’s overall operations.

5.2 Summary

The purpose of this study was to determine the effects of leadership styles on employee engagement in an international bank with substantial operations in Kenya. The research questions from this study were: What is the effect of leadership styles on the employee’s beliefs about the organization and their work conditions? What is the effect of leadership styles on the employee’s feelings about the organization and work commitment? What is the effect of leadership styles on the employee’s organizational citizenship behaviour?

This study utilized a descriptive survey design. The target population for this study consisted of 683 employees from an international bank with substantial operations in Kenya with its Head Office in Nairobi, from various units. Using stratified random sampling design, the researcher selected 205 respondents on whom the survey was conducted. This study employed both descriptive and inferential statistics. The Inferential statistical method used was correlation and the descriptive statistical methods involved measures of central tendency; that is the mean. It adopted stratified random sampling and the data was analyzed using quantitative techniques. Questionnaires collected primary data which was analyzed using SPSS and then the data analyzed was presented in tables and charts for clear visualization.

This study found that respondents were valued as individuals to a great extent (by a mean score of 4.06 out of 5), respondents had freedom to express themselves at work was to a great extent (by a mean score of 3.67 out of 5), respondents were assigned tasks that allowed them to better
express their skill and talents was to a great extent (by a mean score of 3.65 out of 5), respondents worked in an open, supportive and trusting environment to a great extent (by a mean score of 3.64 out of 5), respondents had trust and confidence in their manager to a great extent (by a mean score of 3.62 out of 5), the work challenged the respondents every day to a great extent (by a mean score of 3.60 out 5), respondents believed that the work they do was valuable and useful to the organization to a great extent (by a mean score of 3.55 out of 5), respondents regularly received recognition from their manager to a great extent (by a mean score of 3.53 out of 5) while it was to a moderate extent that respondents could disagree with their supervisor without fear of getting into trouble (by a mean score of 3.31 out of 5), as well as it was to a moderate extent that respondents regularly receive rewards from their manager (by a mean score of 3.22 out of 5).

This study’s findings also noted that, respondents agreed that the organization treats its employees with respect and dignity to a great extent (by a mean score of 3.92 out of 5), respondents felt that they were part of the organization and its values to a great extent (by a mean score of 3.86 out of 5), respondents were committed to working in the organization for the foreseeable future to a great extent (by a mean score of 3.76 out of 5), the amount of work respondents were asked to do was reasonable to a great extent (by a mean score of 3.75 out of 5), respondents perceived that the organization treated employees fairly to a great extent (by a mean score of 3.67 out of 5), respondents manager encouraged their innovation and creativity to a great extent (by a mean score of 3.63 out of 5), the management communicated well with all employees to a great extent (by a mean score of 3.57 out of 5), respondents had the opportunity to recuperate from workplace stressors to a great extent (by a mean score of 3.51 out of 5) while it was to a moderate extent that the organization supported employees in balancing their work and home environments (by a mean score of 3.47 out of 5).

This study also established that respondents diligently observed the work rules and the code of conduct of the organization to a great extent (by a mean score of 4.42 out of 5), respondents regularly attended departmental meetings to a great extent (by a mean score of 4.31 out of 5), respondents constantly encouraged others to be team players to a great extent (by a mean score of 4.28 out of 5), respondents maintained a positive attitude even when others did not agree with their opinions and suggestions to a great extent (by a mean score of 4.22 out of 5), respondents usually volunteered for jobs that were not part of their core duties to a great extent (by a mean
score of 4.19 out of 5), respondents would readily assist their colleague with a heavy workload even at the expense of their own work to a great extent (by a mean score of 4.08 out of 5), respondents were well informed of major changes that took place in the organization to a great extent (by a mean score of 3.94 out of 5), respondents were willing to sacrifice their personal goals and interests for the good of the unit as a whole to a great extent (by a mean score of 3.83 out of 5) and respondents were actively involved in the life of the organization to a great extent (by a mean score of 3.59 out of 5).

5.3 Discussion

This section gives the researcher’s discussion on the findings obtained, where the findings are compared with the findings of earlier studies done by different scholars and institutions.

5.3.1 Employee's Beliefs about the Organization and Their Work Conditions

According to this study’s findings, employees in this particular bank in Kenya were valued as individuals to a great extent (by a mean score of 4.06 out of 5) and these findings correlated with findings of Andrew and Sofian (2011) which note that employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization. Employees need to be confident in their organization and this confidence can be built through transformative leadership. This was also confirmed by this study which found that to a great extent the employee had freedom to express themselves at work (by a mean score of 3.67 out of 5).

According to Kahn (1990), employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued too. These feelings are more likely to be experienced at work when there is an alignment between the employee’s values and the organizational values (Chalofsky, 2003). Wildermuth and Pauken’s (2008) findings also show that meaningful work is not only important but also challenging, requiring constant learning and progress and challenging jobs increase feelings of accomplishment on completion. These findings were in line with this study’s findings in that, the respondents were assigned tasks that allowed them to better express their skill and talents was to a great extent (by a mean score of 3.65 out of 5) and that respondents worked in an open,
supportive and trusting environment to a great extent and that they regularly received recognition from their manager to a great extent (by a mean score of 3.53 out of 5).

This study also found that respondents had trust and confidence in their manager to a great extent (by a mean score of 3.62 out of 5). This is in line with what May et al. (2004) stated that individuals feel safe when they perceive that they will not suffer for expressing their true selves at work. They further state that in a safe environment, employees understand the boundaries surrounding acceptable behaviours while employees in unsafe environments characterized by ambiguous, unpredictable and threatening conditions are likely to disengage from their work and be wary of trying new things. Kahn (1990) also states that psychological safety is the belief people have that they will not suffer for their personal engagement. Macey and Schneider (2008) state that organizations must promote a sense of trust in that, employees will benefit from the psychological and behavioural relational contracts in the organization. They add that an employee’s trust in the organization, the leader, the manager, or the team is essential to increasing the likelihood that engagement behaviour will be displayed.

5.3.2 Employee's Feelings about the Organization and Work Commitment

The respondents of this study agreed that the organization treats its employees with respect and dignity to a great extent (by a mean score of 3.92 out of 5) and that they also felt that they were part of the organization and its values to a great extent (by a mean score of 3.86 out of 5). This was found to coincide with the findings of Dale Carnegie Training (2012) in that, employees personalize their job through emotions felt about the organization’s actions as a whole and about their own supervisors and that satisfaction with line management affects the overall level of satisfaction with the organization, which is ultimately linked to employee engagement. This is also in line with Wildermuth and Pauken (2008) who point out that the environment, leadership, job, and individual factors within an organization, are connected to employee engagement. They add that environmental engagement factors include harmony between organizational and individual values, the quality of the workplace relationships and work-life balance, while leadership engagement factors include vision and integrity. Organizational cultures characterized by teamwork, pleasant working conditions, the considerate treatment of employees, growth opportunities, skill enhancement and abundant training opportunities can all contribute to emotional employee engagement (Devi, 2009).
Schaufeli and Bakker (2004) observed that engaged employees will likely have a greater emotional attachment to their organization and a lower tendency to leave their organization. High levels of engagement can only be achieved in workplaces where there is a shared sense and feeling of destiny and purpose that connects people at an emotional level and raises their personal aspirations (Holbeche & Springett, 2003). Those who emotionally connect in a positive way with an organization feel a sense of ownership and are more likely to stay with it, delivering superior work in less time and reducing turnover costs (Dale Carnegie Training, 2012). These previous research findings correlated very well with this study’s findings in that respondents were committed to working in the organization for the foreseeable future to a great extent (by a mean score of 3.76 out 5) and that the amount of work respondents were asked to do was reasonable to a great extent (by a mean score of 3.75 out 5), and additionally according to Bunting (2004), in workplace employees are becoming increasingly frustrated and disenchanted with work and instead are looking for the opportunity for greater self-expression and fulfillment. Since leaders are often the ones who closely interact with their subordinates, by showing respect and concern the subordinates may reciprocate this goodwill to the leader that provides interpersonal fairness, which is closely associated with norms of a leader for setting acceptable social behaviours (Cheung, 2013).

### 5.3.3 Employee’s Organizational Citizenship Behaviour

This study found that the respondents diligently observed the work rules and the code of conduct of the organization to a great extent (by a mean score of 4.42 out 5). According to Towers Perrin (2003), an engaged employee’s behaviour can be characterized as enthusiastic, energetic, motivated, and passionate about his or her work, whereas a disengaged worker is one who is apathetic, robotic, depersonalized, estranged, and withdrawn from her or his job. This behavioural component of employee engagement also measures the willingness of employees to act in certain ways, skills which employees offer and willingness to go the extra mile this was in line with this study’s findings.

This study also found that respondents regularly attended departmental meetings to a great extent (by a mean score of 4.31 out 5) and that respondents constantly encouraged others to be team players to a great extent (by a mean score of 4.28 out 5). This tied in with Erkutlu (2011) who observed that leaders must try to shape the work environment to provide greater opportunities for
OB; granted it would be hard for an employee to exhibit self-sacrifice if that employee had little contact with co-workers, and therefore no opportunities to observe their need for help or if the work rules were so inflexible that the employee was prevented from helping co-workers. Babcock-Roberson and Strickland (2010) also believe that charismatic leadership is positively associated with OCB, as charismatic leaders can spark an employee’s engagement in work, which can lead to participation in positive behaviours that promote the organization and OCB. It is the responsibility of the subordinates to participate in the life of the organization and keep up with the changes in the organization (Organ, 1988).

This study found that respondents were willing to sacrifice their personal goals and interests for the good of the unit as a whole to a great extent (by a mean score of 3.83 out 5) and respondents were actively involved in the life of the organization to a great extent (by a mean score of 3.59 out 5). These findings tied in well with Podsakoff, MacKenzie, Paine and Bachrach’s findings (2000) who observed that employees who demonstrate sportsmanship are those who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally.

This study found that the respondents had the opportunity to recuperate from workplace stressors to a great extent (by a mean score of 3.51 out 5). The findings concurred with Sonnentag’s (2003) study, for he found that in relation to work-life balance, engagement and recovery revealed that engagement levels increased when individuals had the opportunity to recuperate from workplace stressors. Organizations that help their employees to work in a way which best supports them in balancing their work and home environments are more likely to have engaged (Devi, 2009).

5.4 Conclusions

With reference to this study’s findings obtained under the analysis of the collected data, the researcher, hence, makes conclusions with respect to each research question as based on the data collected.
5.4.1 Employee's Beliefs about the Organization and Their Work Conditions

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

5.4.2 Employee's Feelings about the Organization and Work Commitment

This study’s findings also showed that leadership styles do affect the employee's feelings about the organization and work commitment about the organization and work commitment. This was found to be so since the employees of the organization were committed to working in the organization for the foreseeable future, they also felt part of the organization and its values and they perceive that the organization treated its employees fairly and it was clear that employees had an opportunity to recuperate from workplace stressors.

5.4.3 Employee’s Organizational Citizenship Behaviour

This study also concludes that leadership styles affect the employee’s organizational citizenship behaviour. This was found to be so since the organization’s employees assisted their colleagues with a heavy workload even at the expense of their own work and where they still maintained a positive attitude even when others did not agree with their opinions and suggestions. The respondents were willing to sacrifice their personal goals and interests for the good of the unit as a whole this ensured that the entire organization performed as expected.

This study concludes that taking all other independent variables at zero, a unit increase in employee's beliefs about the organization and their work conditions will lead to an increase in the scores of the engagement of employees. A unit increase in employee's feelings about the organization and work commitment will lead to an increase in engagement of employees. Additionally, a unit increase in and employee’s organizational citizenship behaviour will lead an increase in the scores of the engagement of employees. This infers that employee's beliefs about the organization and their work conditions influence employee engagement most, followed by employee’s organizational citizenship behaviour and then lastly employee's feelings about the
organization and work commitment. This study also established a significant relationship between employee engagement and the independent variables; employee's beliefs about the organization and their work conditions, employee's feelings about the organization and work commitment and employee’s organizational citizenship behaviour as shown by the p values.

5.5 Recommendation

Based on this study’s findings, the researcher makes the following recommendations to the study:

5.5.1 Recommendations for Improvement

5.5.1.1 Employee’s Beliefs about the Organization and their Work Conditions

While the current management in the organization has been at the forefront of the development and implementation of employee programs and strategies, there is a need to have an entrenched training program within the organization geared towards building on employee beliefs about the organization and their work conditions from within the organization. This will ensure that employees are gradually molded and have an all round, comprehensive understanding of the organization since currently there is a potential void in the event that a need for succession arises. This will aid in boosting the employees’ morale and a positive job performance will be observed. Moreover, the managers should be continually increase their work competency and encourage both the middle level managers and the support staff to do the same and hence achieve better overall performance.

5.5.1.2 Employee’s Feelings about the Organization and Work Commitment

This study recommends that managers should use the most appropriate and effective leadership style that facilitates collective responsibility and consultative decision making with all stakeholders within the organization. They should also involve the middle level managers in their administration which would enhance participative leadership and hence better productivity and performance. Furthermore, the management should be provided with in-house training on transformational and charismatic leadership which is a prerequisite for a successful manager-employee relationship. This study proposes that leadership styles of the managers in the organization could be improved through encouragement of free expression of feelings including
constructive criticism among the staff in general. In addition, there should be delegation of power and responsibilities to the support staff and adequate and frequent consultation by the management with all stakeholders. Transformational leadership style will encourage superior performance of all employees as a mutual agreement towards improved productivity and performance. This will consequently compel the organization’s management to focus on improving their employee’s feelings about the organization and work commitment.

5.5.1.3 Employee’s Organizational Citizenship Behaviour

In order for the organization to grow, there needs to be change. There are two things that need to happen in order for change to occur. First, the management needs work together as one cohesive team and secondly, the leadership needs to abandon the familiar way of doing things. Although this is often seen as the disruptive side of leadership, this process challenges one to go beyond their limits and bring to the organization new and better ways of doing things and this is what OCB is all about. Change for the sake of change is dangerous to an organization’s health. The growing awareness and demand for idealist principles in leadership characteristics is increasingly emphasizing on business ethics, corporate social responsibility, emotional intelligence and personal integrity. Leadership development must be a personal conviction, purpose and a personal mission. Unless the managers of institutions believe that one of their roles as leaders is to nurture their staff to take up leadership, succession planning and long term sustainability of institutions and organizations will always be in jeopardy. Managers should also consider adopting transformational leadership and authentic leadership styles which, from research, have been found to be the most engagement-friendly leadership styles.

5.5.2 Recommendations for Further Studies

Further studies that would investigate the interaction of other variables on the effects of leadership styles on employee engagement, for example performance appraisals, need to be carried out. A replication of this study should be carried out but this time using a larger sample, more time should be allocated to the same and a combination of more than one data collection instrument should be used for example interviews and focus group discussions, as these will help to counter check the information provided by the respondents. A further study needs to be conducted using more variables that may be relevant to this study.
REFERENCES


APPENDICES

APPENDIX 1: QUESTIONNAIRE

A SURVEY OF THE EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE ENGAGEMENT

SECTION 1: DEMOGRAPHIC INFORMATION

1. Kindly indicate your gender: Male [ ] Female [ ]

2. Position: ..............................................................

3. How many years have you worked in the organization?

Less than 3 yrs [ ] 3-5 years [ ] 5-7 yrs [ ]

8-10 years [ ] Above 10 yrs [ ]

4. Which unit are you in?

Service Line [ ] Technical Systems Support [ ] I.T Helpdesk [ ]

Network Support [ ] Data Centre [ ] TMVC [ ] Change Management [ ]

5. Age (Please tick one): 25 and below [ ] 26 to 30 [ ] 31 to 36 [ ]

37 to 45 [ ] 46 to 55 [ ] 56 to 60 [ ]

SECTION 2

Kindly indicate your level of agreement with the following statements by circling one option

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I believe that the work I do is valuable and useful to the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I am valued as an individual</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I regularly receive recognition from my manager</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. I regularly receive rewards from my manager</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
5. I am assigned tasks that allow me to better express my skill and talents

6. I have trust and confidence in my manager

7. I work in an open, supportive and trusting environment

8. I can disagree with my supervisor without fear of getting into trouble

9. My work challenges me every day

10. I have the freedom to express myself at work

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECTION 3</td>
<td>1</td>
<td>2</td>
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Kindly indicate your level of agreement with the following statements by circling one option

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am committed to working in this organization for the foreseeable future</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>2. I feel that I am a part of the organization and its values</td>
<td>1</td>
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<td>5</td>
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<tr>
<td>3. I perceive that the organization treats employees fairly</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. The organization treats its employees with respect and dignity</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. The amount of work I am asked to do is reasonable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. The organization supports employees in balancing their work and home environments</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>7. My manager encourages my innovation and creativity</td>
<td>1</td>
<td>2</td>
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<tr>
<td>8. I have the opportunity to recuperate from workplace stressors</td>
<td>1</td>
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</tr>
<tr>
<td>Statement</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly Agree</td>
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<tr>
<td>1. I constantly encourage others to be team players</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I regularly attend departmental meetings</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>3. I am well informed of major changes that take place in the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>4. I am actively involved in the life of the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. I usually volunteer for jobs that are not part of my core duties</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. I diligently observe the work rules and the code of conduct of the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>7. I would readily assist my colleague with a heavy workload even at the expense of my own work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. I maintain a positive attitude even when others do not agree with my opinions and suggestions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. I am willing to sacrifice my personal goals and interests for the good of the unit as a whole</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION