



Leadership Styles And Employee Engagement In The Nigerian Telecom Industry

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ABSTRACT

The study examined leadership style and employee engagement-EMP in the telecommunication industry in Nigeria using MTN, GLO and AIRTEL. The situational leadership theory was used to explain the impact of leadership style on EMP. Descriptive research design was used for the study making use of survey method. A sample of 364 was used for the study using Watson (2001) sample size. The structured questionnaire was used to collect data for the study that employed the stratified random sampling method. Cronbach's alpha value of 0.79 was obtained. The linear regression tested for the effect of the regressor (transformational, transactional and laissez faire leadership on the EMP. For hypotheses 1-3 while hypothesis 4 was tested using ANOVA. The study found out that leadership styles have a significant impacts on EMP. It was found out that, transformational-TRL and transactional leadership styles-TNL promote employees engagement while laissez faire leadership does not. The study establish that there is no fixed leadership style that is appropriate to use in a given condition, however, situation give rise to leadership styles to adopt and leaders use of same. It recommends that organizations should choose leadership styles based on the work demand and social/organizational factors at work.

Keywords: Leadership Styles, EMP, Nigerian Telecom Industry

1. INTRODUCTION

Over the years, leadership style has been singled out as a concept that has attracted the attention of many scholars over the past years. It is one of the most studied phenomena in the social and management sciences and carries weight in every walk of life related to business, politics, education, religion etcetera. In the past, leadership approaches ranged from the trait to behavioural to the situational theory, also known as the contingency theory (Bass & Riggio, 2016). The trait approach suggested that leaders were special people born with certain social traits that made them great leaders. The behavioural approach assessed leadership in relation to the way an individual behaved and the situational approach focused on looking at the leader in conjunction to situational factors before determining whether an individual was a leader or not. The focus of leadership research had however, made a great shift to the full range leadership approaches which is now recognized as the most suitable styles of leadership in contemporary organisations of the 21st century (Bass & Riggio, 2016). This theory encompasses three leadership dimensions namely, transformational, transactional and LAL styles.

Essentially, transformational leaders are known to stimulate followers to go beyond their own self-interest and instead work toward the greater good of the organisation. They do this by positively influencing their employees' motivational, morality and empowerment levels. Transactional leaders monitor and control employees through economic means based on their performance and laissez-faire leaders are known to relinquish all power and use no particular leadership style to lead their employees (Bakker, Demerouti & Schaufeli, 2013). Organisational leaders, particularly those that practice a TRL, have the remarkable

ability to motivate and encourage employees to be and give their best. These leaders positively influence their employees to work toward reaching the established vision and objectives of the business (Nortje, 2010). Managers and supervisors that endorse TRLs are therefore those that will cause fundamental step changes and shift paradigms in order to drive the business forward. Transformational leadership is therefore crucial for advancing organisations as these leaders inspire employees towards the vision and role model the attitude and behaviours expected of employees through their active engagement (Nortje, 2010).

EMP is an important concept for organisations because it predicts productivity, job satisfaction, motivation, and commitment and low turnover intention. It is a vast subject and takes many forms. The Institute of Employment Studies (IES) (2017) defines it as a positive attitude held by the employee towards the organization and its values. According to Nortje (2010), “the Corporate Leadership Council defines EMP as the extent to which employees commit to something or someone in the organisation, how hard they work as a result of this commitment and how long they intend to stay within an organisation.” EMP can also be postulated as a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption.

An engaged employee is a productive employee (Business Link, 2016). The business workforce influences the growth and survival of a business. Keeping employees happy is the misconception many managers have about EMP whereas engagement is basically encouraging employees to perform above par in achieving the aims of the organization. Many dependable researchers and human resource specialists have found that high-spirited workers with enthusiasm are deemed as an added advantage to the growth of an organization (Kompaso & Sridevi, 2015). Prior research has found that individuals strive for meaningful everyday work which is different from their daily life routine (Mishra et al., 2014; Ugwu et al., 2014).

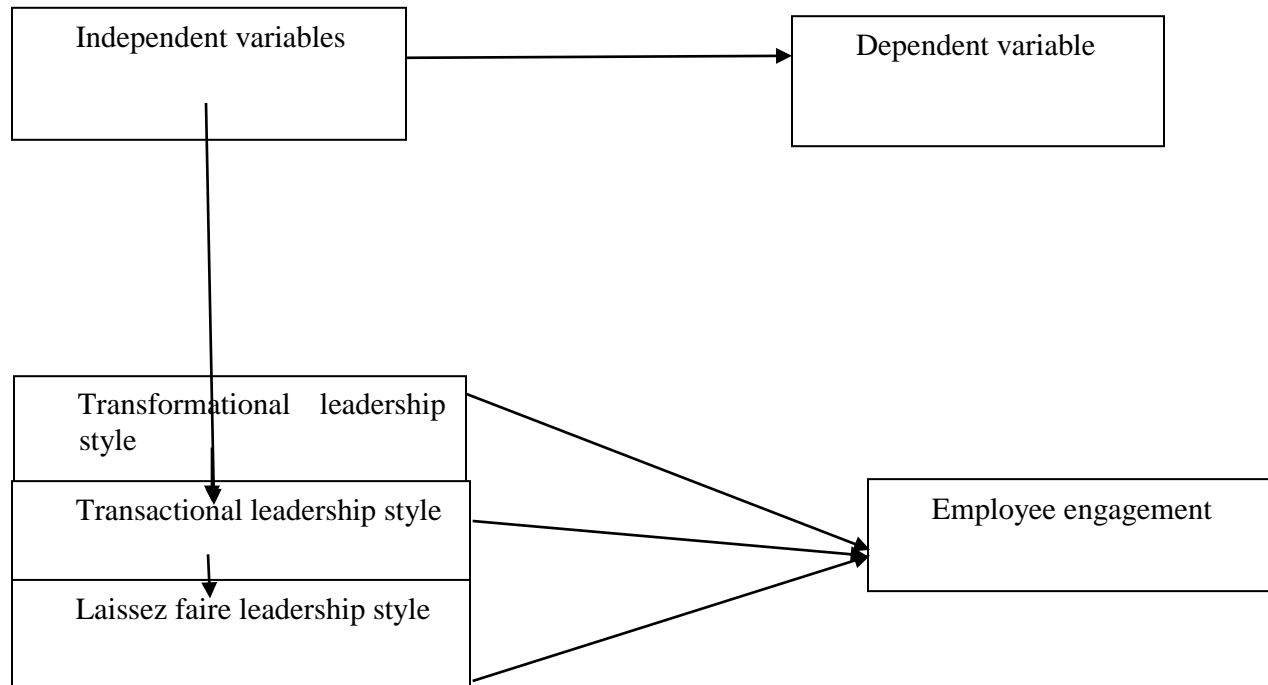
A capable leader provides direction for the organisation and inspires followers towards achieving desired goals. In a similar vein, employees who are highly engaged are likely to exert more effort in their assigned tasks and pursue organisational interests (Chen & Silversthorne, 2015). Human beings are seen as the organization’s most valued asset and a major tool for competitive advantage (Mosadegh & Yarmohammadian, 2016).

Although, there are studies on transformational leadership, transactional leadership, and LAL styles with EMP conducted in different cultures (Abasilim, Gberevbie, & Osibanjo 2019; Yasir et al., 2016) but not much have been done in filling the gaps that previous studies have conducted, especially in terms of leadership context in studying leadership styles mainly conducted outside the public sector. Also, not much research efforts have been geared towards this sector in terms of development of the appropriate leadership style relevant to driving work through EMP in the telecommunication sector. Also important to note is the fact that the research would do a comparative analysis of the leadership style employed in most of the telecom industries in Nigeria and how they influence EMP in these firms.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptual Linkages

Generally, it is believed the goal of any major organization is not to exist only, but to also maintain its existence by enhancing its performance. To achieve this, it depends on a strong leadership style. Usually, engaged employees apply themselves totally (physical, mental and emotional) to their job role (Kahn, 1990). This signals that, both leadership style and EMP in the workplace are linear (see figure 1).

Conceptual Framework

Source: Researcher Conceptualization, 2022

2.2.1 Theoretical Underpinning

The theory adopted for the study is Hersey and Blanchard's Situational Leadership Model Hersey, Blanchard and Johnson (2001) According to Ivancevich and Matteson (2002), this model consists of both directive and supportive dimensions, which are appropriately applied to specific situations. In selecting the correct style, the leader must first assess the followers' competence and readiness level to perform a specific task. Based on these assumptions, leaders then adapt their style to be either supportive or directive. Directive behaviour is a one-way directional communication from the leader to the member. Supportive behaviour is a two-way directional communication from the leader when providing social-emotional support for the follower (Ivancevich & Matteson, 2002).

The theory was adopted because it advocates for the adoption of the appropriate theory based on the situation and context of operation. Transactional and transformational leadership are appropriate and could be adopted for use but based on the demand and situational need at the time. Thus leadership styles are not an all fit approach but driven but the need in th organization and the situation at hand that requires it use.

2.3 Empirical Review

Ajibade, Ajayi and Shobowale (2017) examine leadership style and employees' performance in Nigerian Federal Polytechnic: a study of Federal Polytechnic, Ilaro, Ogun State. The main objective of this study includes identifying the relationship between leadership style and employee's performance using primary and secondary research data. The study used cross sectional design and questionnaire to collect data from the respondents. Analysis of variance was used to test the hypotheses formulated for the study consisting of 150 respondents. The study concludes that there is a significant relationship between leadership styles and employee's performance in Nigerian Federal Polytechnics. The study further identifies that the success or failure of an organization depends on its leaders and the leadership style adopted within the organization.

Marcus, Olowu, Solomon, and Akhimien (2017) studied the impact of leadership styles and EMP in Nigerian higher institutions. 350 copies of questionnaire was sampled using PPMC. They found that, leadership style improves EMPs.

Also, Dahie, Mohamed, and Mohamed's (2017) studied the effects of leadership style on employee job satisfaction of 152 participants. The study reported that, employees' commitment is positively related with transformational and transactional leadership styles.

Mulugeta and Hailemariam (2018) paper to examine leadership theories and employee level of job retention showed a positive result. The study used cross sectional design. A sample of 89 was draw from a construction firm. The data collected for the study were analyzed using simple regression. The study revealed that the leadership style hav mixed effect on employees' commitment.

Gcaza, Garande, and Echezona (2018) conducted a study which assessed the effect of leadership style and organizational culture on employees' commitment. The study made use of quantitative method. A sample of 113 was drawn for the study and questionnaire was used to collect data for the study. The reliability of the instrument was determined using Cronbach Alpha with a reliability score of 0.88. PPMC was used to analyse the study data. They found that, leadership styles organizational culture and its leadership style improves employees' commitment.

Rehman, Rahman, Zahid and Asif (2018) studied the effect of organizational culture, and leadership styles, on EMP in Private Banks in Pakistan. Both qualitative and quantitative research method was done based on a sample of 220 respondents. They reported that, leadership style improves employees' commitment.

Abasilim et al. (2018a) did a canonical analysis on the perceived leadership styles and employees' commitment in Nigeria with focus on 250 respondents. Questionnaire was used to source data. They found that, transformational leadership improves EMPs/commitment. Similarly, Abasilim et al. (2018b) found that TRL is mostly related to personnel commitment in Nigeria

3. RESEARCH METHODOLOGY

The descriptive research design which is known to describe phenomena by measuring the relationships using correlations and regression analyses to validate the findings (Durrheim, 2002) was adopted. The target population was 4000 employees working in MTN, GLO and AIRTEL telecommunication industries drawn from a list on the 2019/2020 performance (Report on Evaluation of performance of telecommunication industries in Nigeria). However, a sample of 364 respondents was drawn using Watson (2001) sample size table at 95% confidence level. Stratified and simple random methods were used for the study. The population was put into threestrata in line with the three telecommunication companies, MTN, GLO and AIRTEL.

The structured questionnaire was used to collect primary data from the respondents. According to Cohen (1989) a questionnaire is a self-report instrument used for gathering information about variables of interest to an investigation. The questionnaire being the main tool was preferred for its advantages in permitting respondents a greater depth of response, time to verify answers, anonymity and as economical in terms of time and money. The questionnaire was divided into two sections: A and B. Section A contains the demographic characteristics of the respondents and section B fields information on the specific objectives of the study. Meanwhile, the instrument was validated by the researcher's supervisor who assessed the instrument to see that it is designed in line with the subject under discussion. The face and content validity establishes the nature of the instrument in terms of its frame of coverage the specific objectives of the study). The instrument was validated by expert in test and measurement to deem it suitable for data collection in the field. However, the study recorded Cronbach's alpha value of 0.72 for transformational leadership, transactional leadership had 0.76, laissez faire leadership had 0.78 while the second construct EMP had 13 items in the scale, also revealed a high internal consistency with a Cronbach's alpha value of 0.79.

Furthermore, the linear regression tested for the effect of the independent variables (transformational, transactional and laissez faire leadership on the dependent variable (EMP). For hypotheses 1-3 while hypothesis 4 was tested using ANOVA. SPSS version 23 was used to run the analysis for the descriptive

statistics (mean), the linear regression and ANOVA with a probability value of 0.05. The linear regression is modeled below:

$$H_{o1} : EMP = R_0 + R_1, TRL + E_1 \dots\dots\dots i$$

$$H_{o2} : EMP = \beta_0 + \beta_1, TNL + E_2 \dots\dots\dots ii$$

$$H_{o3} : EMP = \delta_0 + \delta_1 + LAL + E_3 \dots\dots\dots iii$$

$$H_{o4} : EMP = \alpha_0 + \alpha_1 TRL + \alpha_2 + TNL + \alpha_3 + LAL + E_4 \dots\dots\dots iv$$

Where,

EMP = Employee Engagement

TRL = Transformational Leadership Style

TNL = Transactional Leadership Style

LAL = LAL

R_0, β_0, δ_0 and α_0 , = Constant

R_1, β_1, δ_1 and α_1 = The Parameter estimates or regression co-efficient

E_1, E_2, E_3 and E_4 = Error term or component

4. RESULTS AND DISCUSSION

4.1. Data Presentation

4.1.1. Questionnaire Retrieval

A total number of 364 questionnaire were administered to the respondents, however only 335 copies of the administered questionnaire were retrieved. This implies that 92% of the questionnaire were retrieved while 8% were lost. The analysis of data is therefore based on the 335 questionnaire retrieved from the field.

4.1 Analysis of Demographic Data

Table 4.1.1: Demographic data of respondents

		Frequency	Percentage
Sex	Male	223	66.6
	Females	112	33.4
	Total	335	100.0
Age	18-28	135	40.3
	29-39	150	44.8
	40 and above	50	14.9
	Total	335	100.0
Marital status	Single	204	60.9
	Married	128	38.2
	Divorced	3	9
	Total	335	100.0
Religion	Christianity	272	81.2
	Islam	41	12.2
	African Traditional Religion	22	6.6
	Total	335	100.0

Source: Fieldwork, 2022

Table 4.1.1 shows the demographic data results for the respondents. From the table result on sex of respondents, 66.6% of the respondents were male and 33.4% were female. Age distribution of the respondent show that majority of the respondents are between the age of 29-39 years with 44.8%, 40.3% were between the age of 18-29 and 14.9% were 40 years and above. Marital status of the respondents show that majority of the respondents were single with 60.9%, 38.2% were married and 3% divorced. Lastly, religious distribution of the respondents revealed that majority of the respondents are Christians

with 81.2%, 12.2% were Muslims and 6.6% belong to ATR group. The table shows that majority of the respondents are young, single and belong to Christian religion.

4.2: Analysis of Descriptive Data

Table 4.2.1: TRL style and EMP

	N	Mean	Remark
Leaders who trust in team work encourage employee participation	335	2.95	Positive
Leaders who are open to new thinking allows employees use of initiative	335	2.83	Positive
Leaders who sort for talent for broadening mind allows innovation	335	2.89	Positive
Leaders who have the ability to inspire employees lead by example	335	2.95	Positive
Leaders who embrace innovation are dynamic in leading employees	335	2.96	Positive
Grand mean		2.91	

Source: Fieldwork, 2022

Table 4.2.1 shows the result of the mean on TRL and EMP. The result from the table shows that leaders who trust in team work encourage employee participation with a positive mean of 2.95, leaders who are open to new thinking allows employees use of initiative with a positive mean of 2.83, leaders who sort for talent for broadening mind allows innovation with a positive mean of 2.89, leaders who have the ability to inspire employees lead by example with a positive mean of 2.95 and leaders who embrace innovation are dynamic in leading employees with a positive mean of 2.96. Based on the means obtained, the grand mean of 2.91 which is above the benchmark mean of 2.50 shows that TRL promotes EMP positively.

Table 4.2.2: TNL and EMP

	N	Mean	Remark
Leaders who pursue short term goals facilitate EMP	335	2.57	Positive
Leaders who favour structured policies and procedures encourage employee use of initiative	335	2.61	Positive
Leadership by rules and regulations favour innovation	335	2.92	Positive
Leaders who celebrate efficiency allows for correction among employees without sanctions	335	2.66	Positive
Analytical and methodical leaders do not give room for employees input	335	2.06	Negative
Grand mean		2.56	

Source: Fieldwork, 2022

Table 4.2.2 shows the result of the mean on TNL and EMP. The result from the table shows that leaders who pursue short term goals facilitate EMP with a mean of 2.57, leaders who favour structured policies and procedures encourage employee use of initiative with a negative mean of 2.61, leadership by rules and regulations does favour innovation with a negative mean of 2.92, leaders who celebrate efficiency allows for correction among employees without sanctions with a positive mean of 2.66 and analytical and methodical leaders do not give room for employees input with a negative mean of 2.06. Based on the means obtained, the grand mean of 2.56 which is below the benchmark mean of 2.50 shows that respondents stated that TNL does not promote EMP positively.

Table 4.2.3: LAL and EMP

	N	Mean	Remark
Little guidance from leaders positively impact EMP	335	2.38	Negative
Giving room to employees to solve their own problems positively affect employees engagement	335	1.46	Negative
Taking of decisions by employees positively affect their level engagement	335	2.44	Negative
Employees access to many resources and tools positively affect their work engagement	335	2.29	Negative
Constructive criticism from leaders have a positive influence on employees engagement	335	2.19	Negative
Grand mean		2.15	

Source: Fieldwork, 2022

Table 4.2.3 shows the result of the mean on LAL and EMP. The result from the table shows that little guidance from leaders does not positively impact EMP with a negative mean of 2.38, giving room to employees to solve their own problems does not positively affect employees engagement with a negative mean of 1.46, taking of decisions by employees does not positively affect their level engagement with a negative mean of 2.44, employees access to many resources and tools does not positively affect their work engagement with a negative mean of 2.29 and constructive criticism from leaders does not have a positive influence on employees engagement with a negative mean of 2.19. Based on the means obtained, the grand mean of 2.15 which is below the benchmark mean of 2.50 shows that respondents stated that LAL does not promote EMP positively.

Table 4.2.4: Leadership styles and EMP

	N	Mean	Remark
Leaders who accept responsibility do better than those who do not	335	2.59	Positive
Leaders who are active listeners are committed to EMP than those who are organization goal oriented	335	2.98	Positive
Inflexible leaders are more rule based than tolerant leaders	335	2.12	Negative
Leaders who are opposed to change do not welcome the use of initiative like inspirational leaders	335	2.01	Negative
Leaders who take charge when necessary enjoy good level of EMP	335	2.38	Negative
Delegation of work and responsibility to employees affect their level of engagement positively	335	2.29	Negative
Grand mean		2.39	

Source: Fieldwork, 2022

Table 4.2.4 shows the result of the mean on LAL and EMP. The result from the table shows that leaders who accept responsibility do better than those who do not a positive mean of 2.59, leaders who are active listeners are committed to EMP than those who are organization goal oriented with a positive mean of 2.98, inflexible leaders are more rule based than tolerant leaders with a negative mean of 2.12, leaders who are opposed to change do not welcome the use of initiative like inspirational leaders with a negative mean of 2.01, leaders who take charge when necessary enjoy good level of EMP with a negative mean of 2.38 and delegation of work and responsibility to employees affect their level of engagement positively with a negative score 2.29. Based on the means obtained, the grand mean of 2.39 which is below the benchmark mean of 2.50 shows that, approach to leadership influences EMP differently.

4.3 Test of Hypotheses

Table 4.3.1: Test of hypothesis one

Hypothesis One

H₀: TRL do not have significant impacts on EMP

Table 4.3.1: Model interpretation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315 ^a	.904	.907	.67265

Source: Fieldwork, 2022

The model specification for transformational leadership and EMP has

$$E_n = R_0 + R_2, TL + E_1$$

Based on this, the R value of 0.315 shows that there is a strong correlation between the independent and dependent variables. The R square value of 0.904 shows that 90.4% of the respondent agreed to the relationship between the independent and dependent variables and the adjusted R square value of 0.907 shows that 90.7% variability of the independent variable is explained by EMP.

Table 4.3.2: ANOVA table

Model	Sum of Squares	Df	Mean Square	F	Sig.
1Regression	16.633	1	16.633	36.761	.000
Residual	150.669	333	452		
Total	167.301	334			

Source: Fieldwork, 2022

Table 4.3.2 shows that the p-value of 0.000 is less than the given 0.05 and the F ratio value of 36.761 is greater than 1. This shows that transformational leadership has a strong positive effect on EMP as it indicates that it is able to predict the effect of TRL on EMP.

Hypothesis Two:

H₀: TNL do not have significant impacts on EMP

Table 4.3.3: Model interpretation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412 ^a	.815	.809	.77438

Source: Fieldwork, 2022

The model specification for transformational leadership and EMP has

$$E_n = \beta_0 + \beta_2, TNL + E_2$$

The R value of 0.412 shows that there is a correlation between the variables. The R square value of 0.815 shows that 81.5% of the respondents agree to the relationship between the variables. The adjusted R square value of 0.809 shows that 80.9% variability of TNL is explained by EMP. This establish a strong impacts of TRL on EMP.

Table 4.3.4: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.004	1	.004	.713	.001
	Residual	199.686	333	.600		
	Total	199.690	334			

Source: Fieldwork, 2022

Table 4.3.5 shows that the p-value of .001 is less than the given p- value of 0.05 and the F ratio value of .713 is greater than 1. This shows that TRL has a positive impact on EMP.

Hypothesis Three:

H₀: LAL does not have significant impacts on EMP

Table 4.3.5: Model interpretation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.004 ^a	.000	-.003	.77438

Source: Fieldwork, 2022

The model specification for transformational leadership and EMP has

$$E_n = \alpha_0 + \alpha_2 LL + E_3$$

The R value of .004 shows that there is a weak correlation between the independent variable LAL and dependent variable EMP. The R square value of .000 shows that 0.0% of the respondents agree to the relationship between LAL and EMP. The adjusted R square value of -.003 shows -3.0% variability of LAL is explained by EMP. This means that there is no correlation between LAL and EMP.

Table 4.3.6: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.008	1	.008	.012	.914 ^b
	Residual	213.198	333	.640		
	Total	213.206	334			

Source: Fieldwork, 2022

Table 4.3.6 shows that the p-value of 0.914 is greater than the given p-value of 0.05 and the F ratio value of 0.012 is less than 1. This shows that laissez faire leadership has a negative effect on EMP.

Hypothesis four

H₀: There is no significant difference between leadership styles and employees engagement

Table 4.3.10: ANOVA analysis

EMP

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	53.792	3	17.931	35.750	.000
Within Groups	166.017	331	.502		
Total	219.809	334			

Source: Fieldwork, 2022

Table 4.3.10 reveals that the value of F is 35.750 which reaches significance at a P-value of 0.000 which is less than the P-value of 0.05. This means that there is a significant difference among leadership styles and EMP. However, the result did not show the particular leadership style that has a significant impacts on EMP. Hence, Post Hoc analysis was conducted to test to know which of the leadership style has impact on EMP.

Table 4.3.11: Multiple Comparisons
 Dependent Variable: EMP
 Tukey HSD

(I) Leadership styles	(J) Leadership styles	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
TRL	TNL	.51259*	.09180	.000	.2755	.7496
	LAL	1.38828*	.17145	.000	.9456	1.8310
TNL	TRL	-.51259*	.09180	.000	-.7496	-.2755
	LAL	.87569*	.16371	.000	.4530	1.2984
LAL	TRL	-1.38828*	.17145	.000	-1.8310	-.9456
	TNL	-.87569*	.16371	.214	-1.2984	-.4530

*. The mean difference is significant at the 0.05 level.

Table 4.3.11 shows the level at which leadership style is significant on the three compared leadership styles (transformational, transactional and LALs). From the, table, it is seen that LAL correlated with TNL flags out a negative relationship, that is there is no significant difference. This implies that LAL does not result in EMP when employed alongside TNL.

4.4: DISCUSSION OF FINDINGS

The study examines the effect of leadership styles on EMP. Four hypotheses were tested and the results obtained are discussed below. The result of the first hypothesis showed that transformational leadership has a significant positive impact on EMP. This is based on the p-value of 0.00 which is less than the accepted p-value of 0.05 which shows a statistically relationship. This finding aligns with the findings of Avolio, Gardner, Walumbwa, Luthans and May (2014) and Cotton and Hart (2013) in their works established a relationship between transformational leadership and EMP. They argued that the quality of relationship between employees with their immediate supervisors is crucial in instilling engagement (Tyson et al., 2011). Employees identify their managers' support only when their immediate manager is apparent as a role model, an exemplary leader, offers adequate support to complete a task, and is good at developing people. This certainly has implications for improving employee performance. Several previous studies are in line with and strengthen these findings are conducted by (Ariyabuddhiphongs & Kahn, 2017; Baig et al., 2021; Buil et al., 2019; Han, Oh, & Kang, 2020; Jaroliya&Gyanchandani, 2021; Kammerhoff, Lauenstein, &Schütz, 2019; Khan, Rehmat, Butt, Farooqi, & Asim, 2020; Kusumah, Haryadi, Indrayanto, &Setiawan, 2021; Mahdikhani&Yazdani, 2019; Maheshwari, 2021; Matsunaga, 2021; Prabhu, Ramaprasad, Prasad, & Modem, 2021; Tabassi, Roufechaei, Bakar, &Yusof, 2017; Ugwu, 2018).

Behind all the pleasures and positive contributions of transformational leadership to employee performance, something is surprising, namely the findings of Eliyana et al. (2019), that transformational leadership is not able to improve employee performance. This is also evident in the study conducted by Lutfi and Siswanto (2018), Prabowo, Noermijati, and Irawanto (2018), Li and Liu (2020), Kawiana, Riana, Rihayana, and Adi (2020). Indeed, Chen et al. (2018) have confirmed the paradox of positive and negative relationships between transformational leadership and employee performance.

In conclusion, the study reports that TRL positively impact employee leadership. This is based on the submission of scholars above. Although, some studies did not find a relationship, those studies did not account for factors that led to no relationship on EMP and were small in number. Other factors could possibly have account for that in the study. But for this study, transformational leadership positively impact EMP and this tallies with several findings in the study.

The second hypothesis tested revealed that TNL positively impact EMP. This is with a p-value of 0.001 < 0.05, with F value of .713 which indicates a relationship between TNL and EMP. This finding is like

previous studies that found some level of support in other sectors but for the telecommunication sector. This is in tandem with Yang (2018) findings.

In conclusion, we can argue that TRL promote EMP when used positively to promote organizational performance. This is in line with the theoretical postulation that argued that situations determine the type of leadership style to adopt by managers and when the situation warrant the use of TRL positively, it could result in EMP.

The third hypothesis tested revealed that LAL does not positively lead to EMP. This is based on the result of the regression that showed a p-value of $0.914 < 0.05$. This finding is in line with literature review that established that LAL does not lead to EMP. This is in line with Bass & Riggio, (2016).

Careless leaders in reality provide information, but no direction for their staff and do not get involved with followers; hence, employees become frustrated and dis-organised, which results in low work quality. Cilliers, Van Eeden and Van Deventer (2018), stated that laissez-faire leaders avoid active participation in responsibility of goals setting and avoid being involved when leadership direction is needed. This type of leadership can also occur when managers do not have sufficient control over their staff. Laissez-faire style is avoidant leaders who may not either intervene in the work affairs of subordinates or may completely avoid responsibilities as a superior. In addition, when Laissez-faire leader observes that the members of the group are performing well, the leader allows the members to have liberty of action. This is in tandem with the researches of Dariush et al. (2016); Mulugeta and Hailemariam (2018); Huyen, Huan and Khoa (2019) and Ngoc (2019).

5. CONCLUSIONS AND RECOMMENDATIONS

Arising from the various results, the study concludes that the use of more than one leadership style have a better impact of EMP. On this basis, the following recommendations were made:

1. Organizations should choose leadership style based on the work demand and social/organizational factors at work. This is to ensure that managers or leaders use appropriate theoretical knowledge or scholarship in choosing leadership style that best fit the condition in order to meet both long and short terms needs of employees and organization.
2. Managers should embrace the policy guide of using two or more leadership styles in order to get the best results from employees. This will lead to dynamism and quick response to needs as they arise in organizations. The combination of two leadership styles can bridge gap and bring employees closer to managers as when they perceive a quick fix of multiple approaches to solving problems and providing leadership.
3. Laissez faire leadership should not be encouraged as a single leadership style to use as it does not have the capacity to result in employee development. This is because of the lack of training and guide from managers which helps to develop the potentials and give direction in the discharge of given tasks. This leadership style has been known not to bring about productivity.

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