

1. Research Aim

To investigate how transformational, transactional and situational leadership styles influence employee engagement at Magna Exteriors Banbury.

2. Research Objectives

- To examine leadership styles practiced within Magna Exteriors Banbury.
- To analyse employee engagement levels across managers, team leaders and operators.
- To explore the relationship between leadership style and engagement.
- To recommend leadership strategies that can enhance engagement.

3. Methodology (Saunders et al.(2019) Research Onion

Philosophy	Design	Strategy	Sample	Measurement tools	Analysis	Ethics
• Pragmatic with positivist orientation	• Deductive • Mono method - quantitative • Croos-sectional survey	• Paper-based questionnaire using Likert scale (1-5)	• 72 valid responses (80% response rate; 13 managers, 11 team leaders, 48 operators)	• MLQ – Multifactor Leadership Questionnaire (Avolio and Bass, 2004) • UWES-9 – Work Engagement Scale (Schaufeli, 2017)	• Descriptive statistics • Averages • Excel charts	• Anonymity • Confidentiality • Informed consent • GDPR compliance

4. Key Findings

Leadership Style Scores:

- Transactional leadership is the dominant style within Magna (overall mean = 3.88), particularly among operators, reflecting high procedural structure and performance monitoring.
- Transformational leadership demonstrates the strongest positive relationship with engagement, scoring highest among team leaders (4.21) and managers (4.08).
- Situational/adaptive leadership is rated highest by managers (4.19) but perceived less consistently by operators (3.04), suggesting uneven implementation across organisational levels.
- Leadership perception decreases down the hierarchy, corresponding with reduced engagement, indicating a potential communication and visibility gap.

Employee Group	Transformational	Transactional	Situational/ adaptive	Engagement
Managers	4.08	4.10	4.19	4.23
Team Leaders	4.21	4.03	4.00	3.06
Operators	2.70	3.52	3.04	2.69
Overall Mean	3.66	3.88	3.74	3.33

Engagement Dimensions – Strong Findings:

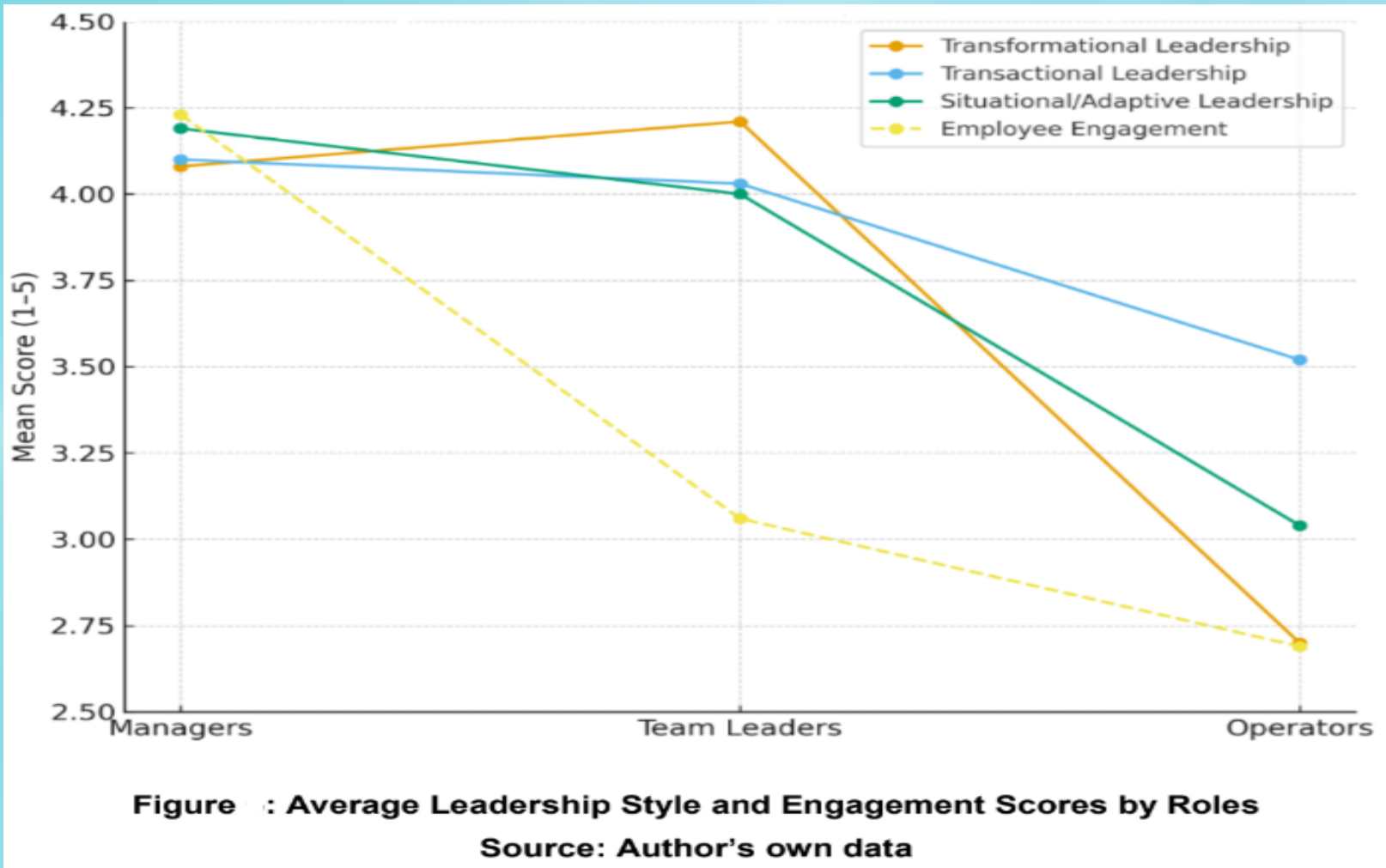
- Vigour was lowest among operators (about 27% high) and highest among managers (about 68% high).
- Dedication: Compared to about 29% of operators, about 70% of managers exhibit high levels of dedication.
- Absorption: Managers have the highest level of immersion, while operators have the lowest, suggesting a weaker emotional bond with jobs.
- Engagement components decrease systematically from managers through team leaders to operators.
- Team leaders show moderate engagement, potentially reflecting middle-management strain between operational and strategic responsibilities.

5. Conclusion

- Leadership style significantly influences employee engagement, supporting arguments from Bass and Riggio (2006) and Schaufeli (2017).
- Transactional leadership ensures structure but does not build emotional commitment.
- Transformational and adaptive leadership behaviours foster motivation and commitment.
- A visible leadership presence and improved communication are essential to reduce engagement gaps.

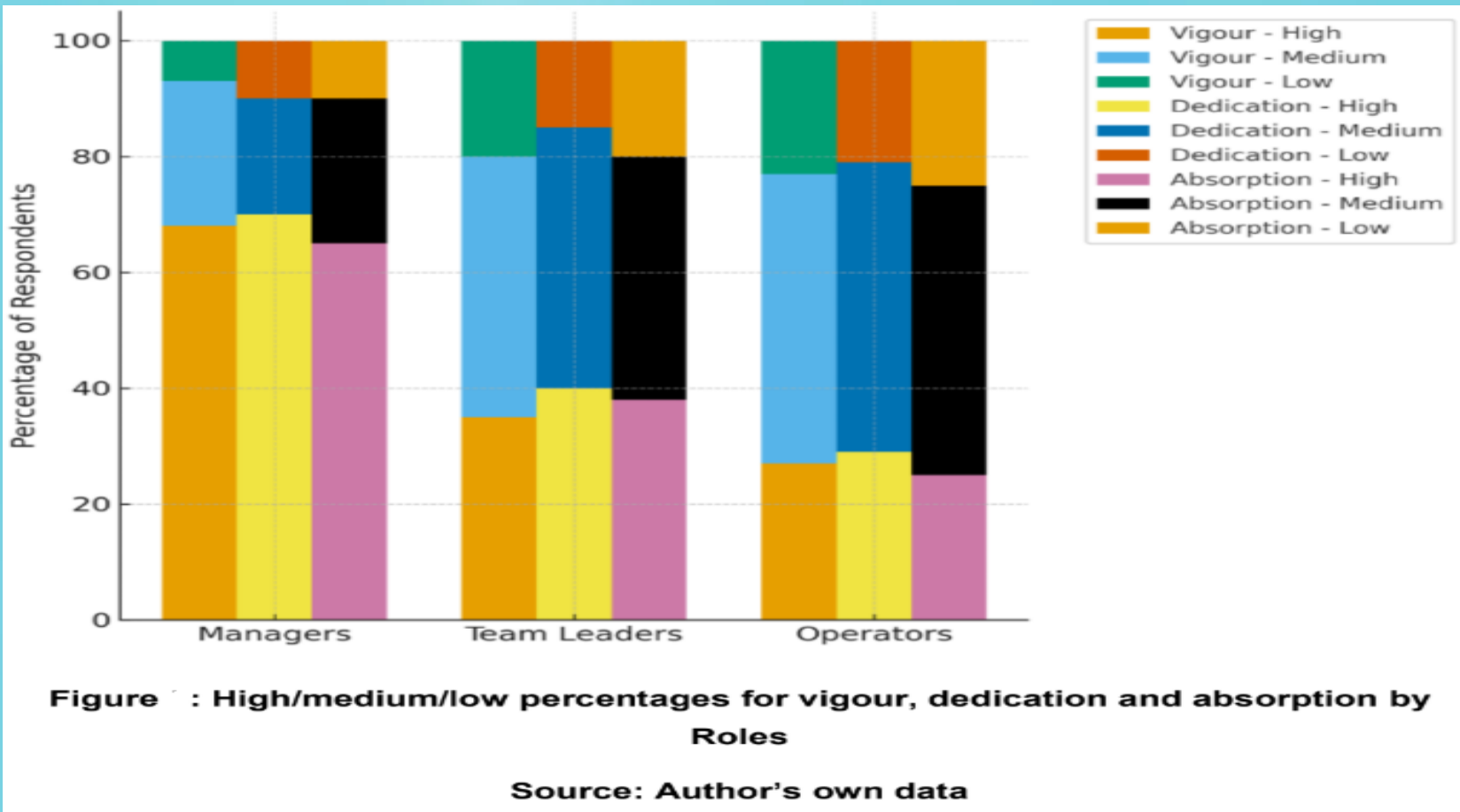
7. References

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Employee Engagement Levels:

- Engagement declines significantly across organisational levels: Managers (4.23), Team Leaders (3.06), Operators (2.69).
 - Managers demonstrate the highest engagement, reflecting greater autonomy, involvement and recognition.
- Operators report the lowest engagement, indicating feelings of disconnection from organisational goals and limited Influence on decision-making.



6. Recomendations

- Develop transformational leadership capability through training and coaching.
- Increase leadership visibility on the shop floor.
- Strengthen two-way communication and recognition initiatives.
- Support middle-management leadership development.
- Employ mixed-methods and SPSS-based analytical tools in future research.