2022

Quantitative Module

THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE ENGAGEMENT

STUDENT NUMBER 2009938

The impact of leadership styles on employee engagement in SMEs in the Democratic Republic of Congo

Introduction

The effectiveness of an organization's employees' performance and the relationship between the leader and their co-workers are both greatly impacted by the leadership styles used by the organization's top executives (Jeremy et al., 2012).

Additionally, Lewis & Gilman (2013) assert that effective leadership practises boost employee productivity across a range of economic sectors through improving employee performance. Before to COVID-19, leaders mostly focused on strategic issues, but today because to the ongoing pandemic, challenges are also inextricably linked to the workforce they lead, according to Rist (2020). Therefore, leaders should adopt approaches that show careful consideration and empathy for their staff during such unpredictable times. As a result, this project examines leadership styles and their impact on worker performance. To achieve this goal, the study looked for leadership philosophies that were appropriate SMEs, especially in the communication sector, in the DR of Congo.

Both in the context of nations and businesses, the word "leadership" has gained popularity. In order to accomplish organisational goals, leaders must make sure that the personnel and resources are integrated. Leadership is the process of influencing others' commitment toward realising their full potential in attaining a value-added, shared vision with passion and integrity, according to Ngambi et al. (2010) and Ngambi (2011). The team members work together freely to accomplish the goals the leader has set for both the group and each individual member thanks to the nature of this influence. The leadership style chosen by the leader has a big impact on how well interactions between the leader and employees work out as well as how well employees perform. However, how executives lead their organisations also heavily depends on the culture in which they find themselves. For example, Robbins and Decenzo (2008) contend that because leaders cannot arbitrarily choose their styles, national culture influences leadership style. The cultural norms that their following have grown to expect place limitations on leaders. According to Moran et al. (2007), culture affects conduct, attitude, and efficiency at the workplace. Because of the cultural variations, leaders adopt various styles of leadership for the purpose of influencing employees and meeting their expectations.

Employee’s value fair compensation and employment conditions, as well as employment security, but they also appreciate the chance to use their skills, deep friendships with leaders, and occupations that enable them to take initiative, according to Drago and Wooden (1991). According to Ramsey (1977), organisations are engaged in the fourth wave and are motivated by employee involvement. Employees are drawn to the idea of universal involvement and participation, and it would be surprising if they weren't given that the alternative is to argue for an

autocratic and non-communicative management style, as stated by Marchington (1995).

Problem statement

The commercial sector in Congo's communication industry is rapidly expanding. The demand for effective leadership has grown as a result of the industry's high turnover rate, long hours, stress, and disengaged workers. The top management in the industry must comprehend the issues and develop ways to gratify, keep, and inspire people to put up extra effort in order to sustain expansion and meet higher targets. In other words, it requires branch-level leadership that can effectively and efficiently carry out organisational objectives. Leaders must be able to inspire their teams to put in more effort in order to reach higher objectives.

Additionally, the current management (managers) should adopt these leadership philosophies in order to improve the performance, effort, and happiness of their subordinates. The most effective leadership styles, when combined, are transformational and transactional, according to Bass and Avolio's (1994) Full Range of Leadership (FRL) model, for inspiring subordinates, influencing their actions and attitudes, and enhancing performance.

The researchers were unable to come to a definitive decision regarding the best leadership philosophies to apply in various contexts. It can be because of the cultural gap (organizational as well as national). Different leadership styles may be viewed differently in various contexts since leadership is not the same across cultural boundaries (Bhagat & Steers, 2009). To investigate the applicability of the Full Range Leadership model globally, it is imperative to research this idea in the context of the Democratic Republic of the Congo. Additionally, it will be beneficial for the leadership to understand how their subordinates view their leadership styles and how it affects how well they work. It can assist them in adapting their leadership approaches to accomplish greater objectives.

The significance of work

The impact of the leadership styles on employee performance directly results in favourable organisational outcomes. This study will provide new empirical information on the relationships between leadership styles (LS) and worker performance in small and medium-sized communication firms. The study's goal is to determine how management practises impact worker performance. It will be theoretically examined and empirically tested in SMEs in the communication sector in Kinshasa. The study will look at various leadership theories, including as transformational, transactional, and laissez-faire, to see which theory are more frequently utilised in Kinshasa to encourage employee success.

The data will be collected in Kinshasa, a thriving metropolis in the Democratic Republic of the Congo that is home to several small and medium-sized enterprises. To investigate this phenomenon in the workplace, qualitative methodologies like interviews and observations will be used to gather data for the study. Managers and other leaders will receive advice from the research on how to maintain employee commitment to the organization's objective in the form of information and recommendations.

The study could advance management and scientific understanding of leadership and pave the way for new approaches to effective leadership in SMEs, particularly in the communications industry.

Research objectives

The following objectives are pursued in this study:

1. To Study how various leadership philosophies might affect workers' performance.

2. To Analyse various leadership styles and offer suggestions for additional research.

3. To conceive leadership styles and their organisational effects on the workplace, as well as to create a foundational grasp of the existing leadership literature

4. To carry out a sizable pilot investigation that confirms the presumptive ideas regarding how a leader's behaviour and staff commitment interact.

5. Investigate how workplace and external factors affect the way in which managers and employees behave

6. To create operational tools that could aid in the diagnosis and measurement of the impact leadership has on employee commitment in HRM practices.

Overview of literature, conceptual framework and hypothesis

Hasan Al Khajeh (2018) in his research on Impact of Leadership Styles on Organizational Performance indicated that there is a bad association between organisational performance and charismatic, bureaucratic, and transactional leadership styles. However, democratic, autocratic, and transformational leadership exhibited a favourable correlation to organisational success. Organizations are advised to employ a leadership stance that strengthens employees' skills and aptitudes. The question remains to know what kind of leadership in the changing environment.

Cizreliogullari and Al. (2020) state that although some researchers have determined that transformational leadership alone may not be the best in all cases, a blend of both transactional and transformational leadership style would provide superior outcomes; their result indicated that transformational leadership was the best type of leadership style. Is that applicable in every situation?

Anyaegbunam, and Anekwe (2020) found among other things, that there is a strong and positive correlation between an organization's leadership style and its workforce's productivity. The following recommendations were made in light of the findings: To ensure the success and expansion of their company, business executives should adopt a participative style of leadership. Leaders should give their followers a sense of purpose, direction, and organisational loyalty. Honesty, patriotism, intelligence, bravery, and devotion to duty are all qualities that should characterise leaders.

Mkheimer (2018) wrote a report where he suggests that most businesses use the same leadership philosophies. According to the findings of the study , a transactional leadership style significantly enhances the success of the business.

However, additional transformative leadership practises had a detrimental effect on economic growth. This implies that even if a transformative style is discovered, business success will not increase or develop. That means that there are factors to consider in order to decide whether a leadership style might be applied to different situation.

Akonkwa et al. (2021) states that the relationship between organisational performance and the aspects of leadership style was shown to be both favourable and negative. Furthermore, it was discovered that the leadership style variables together predicted organisational performance. According to the study's findings, the management should adopt a democratic and transformational leadership style if they want to compete more successfully on a global scale.

Beauty, M., & Aigbogun, O. (2022) undertook a study that shows a strong correlation between transformative leadership and improved workforce performance. Furthermore, employee performance outcomes in terms of effectiveness and employee satisfaction demonstrated a negative link with a laissez-faire leadership style. The findings showed that the performance of employees was greatly improved by both transformational and laissez-faire methods. While transactional leadership has been proved to be detrimental. Consequently, this study recommends that leaders exercise more transformational, followed by laissez-faire, and possibly reject, qualities to attain the necessary rise in performance. Transactional style since it lowers employee productivity. Findings from the study can help leaders since they can help them identify and implement the most suitable leadership styles and competencies, to be put into action in order to maximise staff performance both during and after the Covid-19 pandemic.

From what is above, there is a clear understanding of the relationship between leadership styles and employee performance; but when to apply one leadership style in one situation or the other, depends on many other factors which need to be discovered.

Compare and contrast various leadership styles

It has been discovered that different leadership philosophies have distinct effects on different aspects of employee commitment. According to Bryman et al. (1992) and Shackleton (1995), a "useful" leadership style offers organizations a sense of identity and clearly defined goals. But it's critical to address the question of whether a certain organization will benefit from a particular management style (Tannenbaum & Schmidt, 1973, quoted in Imamoglu et al., 2015)

According to compiled empirical research (Harmand, 2013), the relationship between leadership style and employee commitment has not yet been established, and results are invariably context-dependent because an employee's commitment depends on the leadership style, which may be task- or worker-oriented (Gagliarducci & Paserman, 2015). According to study by Koech and Namusonge (2012) and Khan et al., only the first two theories—transformational leadership and laissez-faire leadership—had an impact on employee engagement, with transformational leadership winning out over laissez-faire leadership (2014). According to Chandrakumara et al. (2009), the firm's life cycle affects the impact of a leader's style on staff commitment.

While transformational leadership is more beneficial in the early stages, transactional leadership is more efficient during the growth period. The business will first require a benign dictator to inspire team commitments and offer the necessary guidance. For instance, Puni et al. (2014) found no proof of a significant connection between the banking sector and democratic, authoritarian, or laissez-faire leadership ideology.

Although not statistically significant, the democratic approach has the highest rate, indicating that involving employees in the decision-making process affects their commitment and performance in the organization (Imamoglu et al., 2015).

Understanding the framework Constructs for this research

Transformational Leadership

Bass and Avolio (1995) listed five dimensions that refer to transformational leadership characteristics. The term ‘transformational leadership‘ was first coined by Downton, and then emerged as an important approach to leadership research by Burns. Based on these early works, several theories of transformational leadership were generated to advance this new leadership concept.

These works broadened the traditional concept of leadership as a relationship of economic exchange that offers rewards or compensation for a desired behaviour by viewing leadership as a change process and by exploring the impact of leader behaviour on followers‘ values, beliefs and higher-order needs. Specifically, Bass described transformational leadership as leader behaviours that stimulate and inspire followers to achieve extraordinary outcomes by raising the level of motivation and morality in both themselves and their followers.

By harmonizing the objectives and guiding principles of the followers, the group, the l eader, and the organization, transformational leaders are successful in fostering orga nizational commitment.

It will then inspire followers to perform above and above expectations due to its powe rful, beneficial effects on followers' characteristics and commitment.

The four elements of idealized influence, inspirational motivation, intellectual stimulat ion, and customized attention are how Bass and his colleagues further envisioned tra nsformational leadership. Each element contributes differently to increasing followers ' commitment.

The following texts discuss in detail these components and their impact on the organization's engagement of followers.

• Idealized influence, also called charisma, describes transformational leaders who act as role models for their followers. Followers generally perceive these leaders as having extraordinary ability, perseverance, and determination, as well as high standards of moral and ethical conduct. They deeply admire, respect and trust these leaders, and thus identify with the leaders' goals, interests and values.

• Inspirational motivation occurs when leaders motivate and inspire those around them by providing challenge and meaning to their work. They provide visions of what is possible and how to achieve those goals. Specifically, these leaders engage their followers in the vision of the future, then they promote positive expectations about what needs to be done and demonstrate their commitment to the shared vision. With this dimension, leaders are able to promote the emotional commitment and enthusiasm of followers towards a mission.

• Intellectual stimulation encourages followers to be creative and innovative. In practice, transformational leaders help others think about old issues in new ways and continually challenge and develop their own beliefs, assumptions, and values. These leaders also work together with their followers to solve problems in innovative ways. Pride in the actions of everyone involved and joint success in overcoming obstacles will strengthen the organizational commitment of followers.

• Individual consideration means understanding and sharing the concerns and developmental needs of others, and treating each follower uniquely. Leaders act as coaches and advisers not only to identify and meet the current needs of each individual follower, but also to attempt to expand and elevate the needs to help followers become fully actualized. By emphasizing the personal professional needs of followers and giving them a sense of increased competence to perform their duties, leaders could further boost follower engagement.

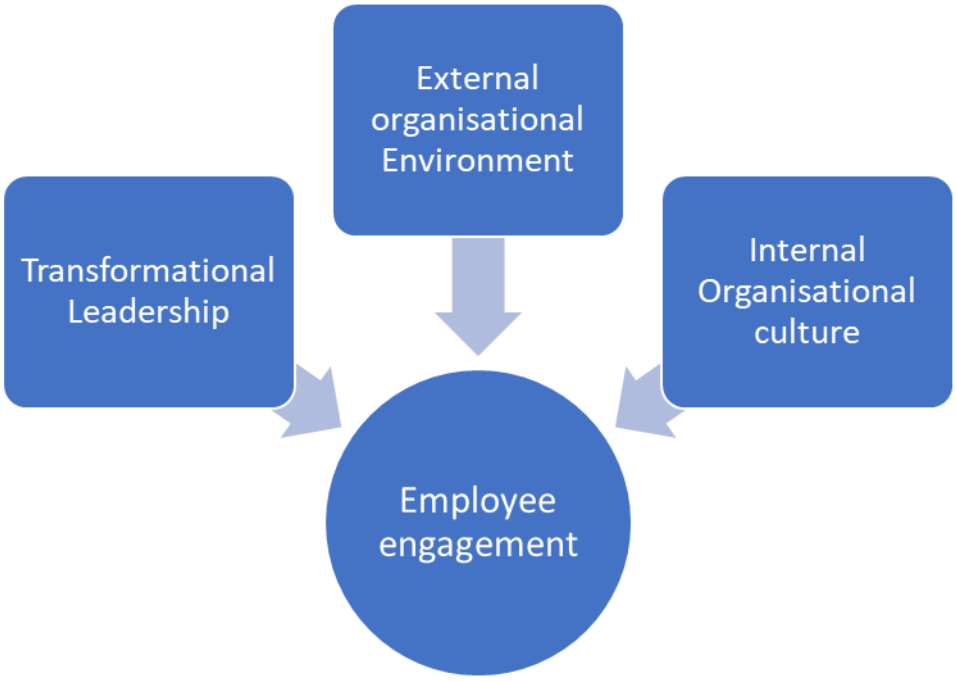
Transformational leaders have charisma, inspiration and intellectual simulation, inspiration and intellectual simulation (Conger, 1999). Charisma generates the pride, faith, and respect that leaders encourage their workers to have in themselves, their leaders, and their technology organization, while inspiration is the ability to motivate followers through the communication of technology expectations. high (Garcia-Morales, Matias-Reche and Hurtado-Torres, 2008). Intellectual simulation refers to the behavior of leaders that leads to promoting intelligence, knowledge, and learning in employees so that they can be innovative. The transformational leader inspires aspirations and moves people and organizational systems into new high-performing models. The presence of transformational leadership is reflected in followers who are enthusiastic about the leader and his ideas (Schermerhorn, 2008). Additionally, transformational leaders inspire their followers to think beyond their own goals and interests and focus on larger team, organizational, national, and global goals (Jandaghi et al, 2009).

While transactional and transformational leaders were described as active leaders (Yammarino & Bass, 1990), laissez-faire leaders were considered inactive. The laissez-faire leaders are characterized by the fact that they avoid responsibility and decision-making. Although such a style under certain conditions (for example, with a group of scientists or university professors) is effective (Sutermeister, 1969; Williams, 1978), this particular style of leadership was thought to indicate, in fact, lack of leadership. Therefore, this type of leadership was considered an inappropriate way to lead (Hartlog et al., 1997).

Gap in literature

Therefore, the gap the research seeks to fill is the debate over how different styles of leadership affect employee performance. As a result, this study examines the effects of several leadership styles, such as autocratic, democratic, laissez-faire, and bureaucratic, on the productivity of the employees inside the Organization. The study's uniqueness and contribution to current knowledge depend on the fact that not many similar work has been done before in the Democratic Republic of Congo. There is not enough data to support the impact of leadership style on the employee performance in the Democratic Republic of Congo, especially in the communication sector. Therefore, the purpose of the research is to find out to what extent leadership styles have impacted employee satisfaction and commitment in SMEs in Kinshasa. The study's findings will help top executives choose which leadership style to utilise so that employees are more committed and driven and hence exhibit a stronger level of connection and relationship with the organisation.

Figure 1: Framework Model



Internal Organizational Culture

Organizational Culture Culture trumps strategy posited (James & Derrick, 2019) as they highlighted the important role culture plays in organizational success. Culture incorporates the set of values, norms, and beliefs (Messner, 2013) organizations share which contribute to the unique environment they have. Every organization, department, or team would be expected to have its own culture and as (Schein, 2016) postulated it must be supported or reinforced by the leaders. Hofstede, (1984) differentiated between societal and organizational cultures where societal culture is distinguished by the values of its members, while organizational culture is differentiated by their practices. Either way, culture is reinforced by the stories and experiences of people, as a reminder of what the organization stands for. Wallach, (1983) segmented organizations into three distinct cultural types, supportive (people-oriented), innovative (results-oriented), and bureaucratic (power-oriented), this segmentation has been adopted in this study. Leaders play a critical role in exemplifying their organizational culture with their action and behavior as experienced or perceived by followers. Schein, (1994) added that leaders also influence individual attitudes and behaviors reiterating the critical role of a leader. Toxicity is anticipated to be more prevalent in beauacratic organizations (Milosevic et al., 2019) where power facilitates hierarchal divisions, while supportive organizational culture would be the antidote to such harmful leadership. The arrival of a new leader, good or bad, could profoundly impact culture of an organization, even in academic institutions as (Pelletier, et al, 2019) uncovered in their study.

Schein, (1990) articulated organizational culture as a set of basic values people carry, while (Van der Berg, 2004) posited culture is people's shared perceptions of organizational work practices. In employee engagement surveys, organizational culture is repeatedly cited as a key reason for employees leaving. Furthermore, Barney, (1986 pp. 663) noted culture can be a source of sustainable competitive advantage if that culture is "valuable, rare, and imperfectly imitable" which may explain why companies such as Southwest Airlines or Four Seasons consistently rank high in customer service. "Culture trumps strategy" noted Evans, (2012 pp.450) in a lecture about St. Jude Children's Research Hospital, the leading medical care center in the United States dedicated to children. St. Jude's cares for any child admitted to the hospital without any pay or financial burden on families. Evans, CEO of St. Jude's, highlighted how doing little things (e.g. one cafeteria for doctors, staff and patients, recognition of excellence of teams instead of individuals) was critical to achieving such a culture. Inanlou & Ahn, (2017) posited organizational culture plays a critical role in increasing employee motivation and commitment by encouraging them to participate in human resource development activity. Al- Ali et al., (2017) in their study of employees in the UAE, uncovered a positive and partial mediation effect of hierarchical culture on the relationship between leadership and organizational change management. Similarly, Arif et al., (2017) also found a significant and positive relationship between LMX and organizational change management culture. Meanwhile, Anthony & Hong, (2014) findings uncovered there was a mediating effect of organizational culture for some corporate social responsibility qualities that impacted affective commitment of employees. Building and maintaining a vibrant culture that aligns with the organizational priorities is vital to the sustainability of high performing organizations. Hofstede, (1984) referred to culture as collective programming of the mind and in a culture context it is about what entices an employee to go over and above the call of duty, to do what is required when no one is looking.

External Organizational Environment

While the external organizational environment has been known to influence a number of organizational outcomes, management scholars have argued that the diverse stakeholders organizations serve makes them espe cially vulnerable to external environmental forces (Lee et al., 2009). For instance, in addition to being accountable to the direct recipients of public services, organizations are held responsible by political principals such as the legislature, courts, executives, and media (Meier & Bohte, 2007). Thus, while the external environment can be a source of legitimacy and reputation (Carpenter, 2010), it can also drive goal ambiguity and reduce effectiveness (Pandey & Wright, 2006). When considering PES and employee engagement, actual and specific factors in the external environment, namely public opinion, media representation, and political salience, may influence the mechanisms behind this relationship.

Employee engagement

Employee engagement, which Kahn (1990, p. 694) defines as "the coupling of the people of the organization to their working tasks... physically, cognitively, and emotionally," evolved as a crucial concept for a variety of reasons. First, recent research has connected higher employee engagement levels to positive organizational outcomes, including lower profitability, productivity, customer satisfaction, and employee turnover (Harter et al., 2002); task and organizational performance (Hameduddin & Fernandez, 2019); and organizational citizenship behavior (Rich et al., 2010).

Second, engagement initiatives have expanded to the public and private sectors as well as the public sectors of the United States, United Kingdom, Canada, and other advanced economies (Welch, 2011). (Hameduddin and Fernandez, 2019; Organization for Economic Cooperation - Exploitation and Development [OECD], 2016). On how to define involvement, however, management experts and practitioners disagree. In order to provide managers with actionable advice, practitioners, including Gallup, have viewed it as a set of manipulable managerial behaviors that constitute the antecedents or drivers of employee engagement (Harter et al., 2002).

However, as Christian et al. (2011) pointed out, these measurements represent evaluations of workplace and job qualities and are not, as a result, grounded on Kahn's (1990) conceptualization of employee engagement. Contrarily, scientific study has defined commitment as dimensions of vigor or energy one provides to one's work responsibilities, absorption in certain work tasks, and dedication to the task despite the failure (Schaufeli et al., 2002). This study's paradigm, which concentrates engagement around an elevated, energizing condition in which people can completely express themselves while carrying out professional duties, promotes flow and absorption (Csikszentmihalyi, 1997). (Christian et al., 2011; Kahn, 1990).

We know relatively little, however, about how elements of the external environment affect employee involvement in public or private enterprises due to the decontextualized character of research on employee attitudes (Fletcher et al., 2020). As noted by Pandey and Wright (2006), public management, drawing on political science, has focused on the democratic control of bureaucracy through external actors without determining how this control translates in behavior at the individual level. In contrast, organizational behavior examines behavior at the individual level at the expense of external considerations. These two components should be combined into a single search stream. Evidence suggests that public enterprises operate under unfavorable conditions (Garrett et al., 2006; Goodsell, 2003), which lowers staff morale (Melton, 2011). Individual employee attitudes may be affected by these environmental factors, which may then affect their decision-making and behavior.

Statement of Hypothesis

Hypothesis 1

Transformational leadership style is positively impacting on employee engagement.

Tepper, (2000) found factory workers were unlikely to feel a sense of identification with the organization under an abusive supervisor. Similarly, Ennis et al. (2018) cited a positive relationship between transformational leaders and effective commitment of employees

Good leadership will necessarily improve employee's performance

Nayak, et al. (2018) present additional evidence of a significant relationship between workplace empowerment and employee commitment

Hypothesis 2

Internal organisational environments will be positively associated with employee engagement

Inanlou & Ahn, 2017 found an innovative climate of workplace is positively related to organizational commitment

Hypothesis 3

External organisational environment will positively influence employee engagement

Hypothesis 4

Employee engagement will lead to improved organisational effectiveness

Research design and Methodology

The quantitative research analysis for this study of this research will be explained in detail, along with all statistical tests that were carried out to support the study of hypotheses. Reliability, validity and Regression were all included in the analysis, which was done with the help of statistical programs called SPSS.

For many years, academics have used the quantitative approach, a generally accept ed study strategy (Creswell 2003). Researchers that employ quantitative approaches often appeal to the features of mathematics as a clear and unambiguous language th at might increase our power of deductive reasoning," according to Sayer (1992, p. 17 5). Objectivity is seen by many quantitative researchers as the most crucial compone nt.
According to Sarantakos (1993), every quantitative researcher aspires to be objectiv e, which is regarded as a virtue in the field.

The researcher must maintain objectivity and neutrality with regard to the study question, the respondents, and the data gathering and processing techniques.

One of the most crucial aspects of quantitative research is selecting a sample that accurately represents the characteristics of the target population. A sample that accurately reflects the population's representativeness must be taken in order to conduct quantitative research on a population of interest. In quantitative research, achieving representativeness enables generalization and research findings that can be regarded as applicable to the entire community. Deduction is a method of quantitative research in which a theory is created by the researcher. This is used to create hypotheses that are then tested through the gathering and analysis of data (Bowling 1997).

Questionnaires or surveys intended to determine how people view themselves are frequently used in quantitative research (Silverman 1993). According to Burke et al. (2001), surveys are the most popular way to collect data for quantitative research of ICT use. To evaluate participants' views and behavior, Fink (1995) and Patten (2007) advocated quantitative research (e.g., using questionnaires). Punch (1998) emphasized that, provided the sample is representative of the population from which it is generated, the conclusions drawn from quantitative research can be applied to the entire population. How closely the variables under test are related to one another can be expressed using a quantitative technique.

For the purpose of this research, the research completed a questionnaire survey with 100 appropriate questionnaires to conduct data analysis. A data set were introduced into SPSS using the proportions provided for each variable in each construct. The scales of 5-point were used in accordance with the following marks:

1 - Strongly Disagree

2 – Slightly Disagree

3 – Neutral

4 – Slightly Agree

5 – Strongly Agree

Construct A: Transformational Leadership style						
No.	Statements	Scale				
		1	2	3	4	5
A1	Transformational Leadership style1	6	6	8	45	35
A2	Transformational Leadership style2	5	8	8	46	33
A3	Transformational Leadership style3	6	8	6	45	35

A4	Transformational Leadership style4	6	6	8	35	45

Construct B: Internal organisational environment

No.	Statements	Scale				
		1	2	3	4	5
B1	Internal organisational environment 1	4	8	9	46	33
B2	Internal organisational environment 2	6	8	4	42	40
B3	Internal organisational environment 3	6	6	8	35	45
B4	Internal organisational environment 4	5	8	8	46	33

Construct C : External organizational environment

No.	Statements	Scale				
		1	2	3	4	5
C1	External organizational environment 1	5	8	8	46	33
C2	External organizational environment 2	6	8	6	45	35
C3	External organizational environment 3	6	9	5	47	33
C4	External organizational environment 4	6	8	4	42	40
		5	8	8	46	33

Construct D : Employee engagement

No.	Statements	Scale				
		1	2	3	4	5
D1	Employee engagement 1	6	9	5	47	33
D2	Employee engagement 2	5	8	8	46	33
D3	Employee engagement 3	6	8	6	45	35
D4	Employee engagement 4	5	8	8	46	33

In order to assure the relevance of prior material and to contribute to the development of new information, established measurement scales were employed in this study (Fig. 2).

Independent constructs

The three independent constructs are Transformational leadership style, Internal organisational environment and External organisational environment. This study investigated each of these aspects through a separate set of sub-dimensions, which added to the essential level of research rigor. All the constructs and measurement scales are elaborated in the following figure.

Dependent variables

As noted earlier, the dependent variable is employee engagement, with four measurement scales as shown in the table to reflect how individuals connect with organizations. Meyer & Herscovitch, (2001, pp. 301) noted that commitment is a force that binds an individual to a course of action that is relevant to one or more targets". As such, this research study will look at what happens to this binding commitment when a leader behaves in a toxic way? Meyer & Allen, (1991) The conceptualization of 4 engagement measurement scales was ideal for this study to measure employee engagement as shown in the table.

Figure 2: Constructs and measurement items

Constructs	**Understanding the concepts**	**Measurement Scales**	**Sources**
Independent variable			
Transformational Leadership styles	According to Bass (1998), transformational leadership prioritizes paying attention to followers as a means of achieving objectives. According to several researches, transformational leaders increase their team members' dedication to their work and organization by boosting their spirits and encouraging them to be as productive as possible.	(i)idealized influence (ii) inspiration (iii) intellectual stimulation (iv) individualized consideration	BASS, B.M. (1998) Transformational Leadership: Industrial, Military, and Educational Impact, Mahwah, NJ: Lawrence Erlbaum Associates
Internal organisational culture	The components that make up an organization's internal environment	(i) Supportive (ii) Innovative (iii) Bureaucratic (iv)	Cliffsnotes, (2022)

	include its present workforce, its management, and—most significantly—its corporate culture, which establishes employee behaviour. While some issues simply impact the manager, others have an impact on the entire organization (cliffsnotes, 2022)	Toxic	
External organisational environment	The External environment is the external factors and events that have an impact on an organization's operations: The organization's goals must evolve as its external environment changes to reflect this shifting environment. (Dictionarycambridge, 2022).	(i) Employment law (ii) social (iii) Ethical (iv) change	Dictionarycambridge, (2022).
Dependant variable			
Employee engagement	Employee engagement is largely linked to the opportunity that he has to participate in decision-making processes (Balemba, 2015; Ghaffari et al., 2017). This is because employees perform better when they feel valued and respected at work (Ghaffari et al., 2017 ; Salman et al., 2016).	(i) Affective (ii) Normative (iii) Continuance (iv) Slow	Balemba, K. (2015), Ghaffari et al.,(2017), Salman et al., (2016)

Sampling in Quantitative Research

Surveys were chosen as the research instrument for the study and were the best option because they allowed for the construction of research questions that have been empirically evaluated (Garratt & Li, 2005). The primary objective of employing surveys was to gather a sizable enough sample to carry out reliable statistical analysis and give the evidence needed to verify hypothesized hypotheses regarding the causal relationship between toxic leadership and employee commitment.

The survey questionnaire for this study, which will now be referred to as "provided in class" for the purpose of this project was composed of quantifiable questions that were subjected to meticulous statistical analysis in order to reach the research's goal and provide answers to important queries about the influence of leadership style on employee commitment.

According to, a good study in quantitative research depends on the size of the sample (Gray, 2014). A bigger sample size improves research accuracy and raises the likelihood that its findings will be representative of the general population. Additionally, a sizable sample must be used for various quantitative research analyses, such as multiple regression, in order to produce dependable and legitimate outcomes. The academic adviser of the researcher was consulted due to the paucity of empirical research on toxic leadership, and it was determined that the target was appropriate for this study and sufficient to carry out the intended statistical analysis.

Data Analysis

Data reliability

In order to check whether our data is complete and accurate for analysis, we use Cronbach's alpha test for reliability. An alpha greater than 0.7 implies that the data has high internal consistency.

a. Transformational leadership reliability statistics.

Reliability Statistics

Cronbach's Alpha	N of Items
.992	4

For this variable, there are four items whereby it can be seen that their Cronbach's alpha is .992, this implies that the data is reliable and thus meets the data integrity initiatives such as quality.

b. Reliability statistics for internal environment.

Reliability Statistics

Cronbach's Alpha	N of Items
.989	4

Internal organizational environment has a scale internal consistency of 0.989 and this gives an incite that the variable used in this case fits our data and makes it accurate.

c. External organizational environment reliability statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.993	4

With a Cronbach's alpha of 0.993 , we note a higher internal consistency and therefore we conclude that, our data is reliable and fit for analysis as far as the research questions is concerned.

d. Employee performance

Reliability Statistics

Cronbach's Alpha	N of Items
.996	4

From this variable, we note a Cronbach's alpha of 0.996 which shows that this data meets the intended purposes of measuring more than one item.

Data validity

a.

Correlations

		Transformational Leadership 1	Transformational Leadership 2	Transformational Leadership 3	Transformational Leadership 4
Transformational Leadership 1	Pearson Correlation	1	.983**	.992**	.956**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Transformational Leadership 2	Pearson Correlation	.983**	1	.984**	.948**

	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Transformational Leadership 3	Pearson Correlation	.992**	.984**	1	.950**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Transformational Leadership 4	Pearson Correlation	.956**	.948**	.950**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

There exists a positive linear relationship among the given construct variable transformational leadership. This relationship is said to be statistically considerable at 1% as shown by probability values (p=.000) and therefore we justify that the data is valid as well.

b.

Correlations

	Internal Environment 1	Internal Environment 2	Internal Environment 3	Internal Environment 4

Internal Environment 1	Pearson Correlation	1	.946**	.946**	.992**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Internal Environment 2	Pearson Correlation	.946**	1	.966**	.955**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Internal Environment 3	Pearson Correlation	.946**	.966**	1	.948**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Internal Environment 4	Pearson Correlation	.992**	.955**	.948**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

We look at the relationship between the four items of the variable internal environment, here we can see that the variables have a positive linear association which is considered to be statistically significant at 0.01 level of significance.

c.

Correlations

		External Environment 1	External Environment 2	External Environment 3	External Environment 4
External Environment 1	Pearson Correlation	1	.980**	.985**	.955**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
External Environment 2	Pearson Correlation	.980**	1	.989**	.975**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
External Environment 3	Pearson Correlation	.985**	.989**	1	.965**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
External Environment 4	Pearson Correlation	.955**	.975**	.965**	1
	Sig. (2-tailed)	.000	.000	.000	

N	100	100	100	100

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

From the correlation table given above among the four items of construct variable external environment, we note that there exists a positive linear relationship which statistically significant at 1% and therefore our data is valid.

d.

Correlations

		Employee performance 1	Employee performance 2	Employee performance 3	Employee performance 4
Employee performance 1	Pearson Correlation	1	.982**	.989**	.985**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Employee performance 2	Pearson Correlation	.982**	1	.985**	.988**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Employee performance 3	Pearson Correlation	.989**	.985**	1	.980**
	Sig. (2-tailed)	.000	.000		.000

	N	100	100	100	100
Employee performance 4	Pearson Correlation	.985**	.988**	.980**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

Lastly, we look at variable employee performance and how valid it is as far as our data is concerned. Hence, we note that the relationship is statistically significant at 1% and therefore we consider it valid as well.

Regression analysis

a. Hypothesis 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985[a]	.969	.969	.19922

a. Predictors: (Constant), Transformational Leadership 1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.471	1	123.471	3110.973	.000[b]
	Residual	3.889	98	.040		
	Total	127.360	99			

a. Dependent Variable: Employee performance 1

b. Predictors: (Constant), Transformational Leadership 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.116	.075		-1.551	.124
	Transformational Leadership 1	1.024	.018	.985	55.776	.000

a. Dependent Variable: Employee performance 1

To answer our first research hypothesis, we performed the regression model as given above, from our output, there exists a positive linear association between transformational leadership and employee engagement which is 0.985 and is

considered to be significant at 1%. Thus, we say that good leadership skills lead to improved employee engagement. Else, the model can also be used to make predictions and can be seen that 96.9% 0f the total variation is explained by the predictor variable thus making the model fit. The f-value is significant as well.

b. Hypothesis 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978[a]	.957	.956	.23754

a. Predictors: (Constant), Internal Environment 1

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	121.831	1	121.831	2159.218	.000[b]
	Residual	5.529	98	.056		
	Total	127.360	99			

a. Dependent Variable: Employee performance 1

c. Predictors: (Constant), Internal Environment 1

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.251	.093		-2.699	.008
	Internal Environment 1	1.053	.023	.978	46.467	.000

a. Dependent Variable: Employee performance 1

There is a positive linear association between internal environment and employee engagement, this association is said to be statistically significant at 1%, thus an increase in one of the variables leads to improve of another variable, thus, we say that good internal environment leads to improved employee performance. Also, internal environment yields to 95.7% of the total variation of the model and the f-statistic in the model is statistically significant as well.

c. Hypothesis 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.965[a]	.931	.931	.29866

a. Predictors: (Constant), External Environment 4

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	118.619	1	118.619	1329.876	.000[b]
	Residual	8.741	98	.089		
	Total	127.360	99			

a. Dependent Variable: Employee performance 1

b. Predictors: (Constant), External Environment 4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.079	.109		.725	.470
	External Environment 4	.955	.026	.965	36.467	.000

a. Dependent Variable: Employee performance 1

In our third hypothesis we need to check if external environment impacts employee engagement positively and from the regression output, we note that since the association is positive with a coefficient of 0.965, external environment impacts employee engagement in a positive way hence need to improve it for a better working of the organization. Else, we note 93.1% of the total variation in the model is explained by the independent variable.

Hypothesis 4.

The 4th hypothesis seeks to check if employee engagement leads to a better organizational effectiveness, we base our findings on the outcome of hypothesis 1 through to 3 and conclude that we fail to reject this hypothesis since the variables under investigation have proved existence of positive linear association among the variables.

Summary of findings

From the reliability tests, we noted that our data maintained high internal consistency and thus we term it as fit and accurate for analysis, also based on the data validity, this was as well supported since the relationship among the variables was found to be statistically significant. Transformational leadership, internal and external environment were found to have positive impact on the employee engagement. We also conclude that employee engagement leads to improved organizational effectiveness only if the latter factors are effective as well.

Reflection and lessons

First, I would like to thank the professor of quantitative methods, because he gave me a taste for statistics. During the whole training period, Professor Dr Promise first motivated me to love the course and not take things too lightly. Throughout this term, things were not easy, but because of the teacher who motivated me to see myself succeed, I came to understand the concepts of statistics and to develop skills such as:

- Understand statistics

- Link statistics to research

- Interpret data in SPSS

- Insert data into SPSS

the program was interesting and I managed to combine efforts with exercises that the professor gave us, I collected and learned many important quantitative skills for my research.

First, the speaker taught me skills that we would use to do my future quantitative research. Now, I know how to conduct quantitative studies using SPSS to meet the standard required for accurate results. I also learned in my class how to define my hypotheses and how to test them and draw a conclusion based on the results. I also learned how to confirm the reliability of my data.

Concepts like histogram, Skewness and kurtosis or Kolmogorov and Smirnov test, are all concepts that I developed in this module. I also learned especially in the last

module how to conduct a regression study, for the link between the dependent variable and the independent variable.

Thanks to this, I am now able to understand regression analysis which gives a clear picture and allows me to have the audacity to draw a solid conclusion based on statistical evidence (if there is an association of influence on a factor). Another thing I learned in this model is how the construct measurement items need to be drawn from a previous study, otherwise it will require a focus group. I believe this information was very important because I will no longer waste time doing a focus group as I will always focus on previous studies as stated.

However, I also had challenges and many difficulties. One of them is the technology related aspects. Several times my computer experienced problems during the training. Many times I missed the meeting due to lack of internet. Also, the fact that we studied online, it did not facilitate my way of studying because I really like to exchange when I am training, so I miss the face to face communication a lot. I found it difficult not being able to communicate with others face to face, which would have been easier, in my opinion. I would have preferred to work in small groups and come back occasionally to the teacher for advice, which is the basic pattern of the class. However luckily there were recordings of all the videos and meetings which was important to me as I was able to catch up on everything I missed during the conference.

Another disadvantage was learning during the holiday period, especially in the summer, because there was lot of thing to do in my job, so it was a challenge to work

and study. If I could have done this again, I would have preferred to do to have some time off from my job and focus on my studies.

References

- Akonkwa et al. (2021) Leadership Styles and Small Enterprises' Performance: Is Gender an Issue? Empirical Study from Democratic Republic of Congo, Journal of Entrepreneurship and Innovation in Emerging Economies 8(1) 60–82, 2022
- Bass and Avolio, 1997 B.M. Bass, B.J. Avolio Full range leadership development: Manual for the multifactor leadership questionnaire Mind Garden, Palo Alto, Calif (1997) Google Scholar
- Bhagat and Steers, 2009 R.S. Bhagat, R.M. Steers Cambridge handbook of culture, organizations, and work Cambridge University Press, Cambridge, UK (2009) Google Scholar.
- Cizreliogullari and al. (2020), The Impact of Leadership Styles on Employees Performance in Organization,
- Drago R, Woorden M (1991). The determinants of participatory management. Brit. J. Ind. Rel., 29(2): 77-204.
- Ebrahim Hasan Al Khajeh (2018)," Impact of Leadership Styles on Organizational Performance", Journal of Human Resources Management Research, Vol. 2018 (2018), Article ID 687849, DOI: 10.5171/2018.687849
- Hameduddin, T., & Fernandez, S. (2019). Employee engagement as administrative reform: Testing the efficacy of OPM's employee engagement initiative. Public Administration Review, 79(3), 355–369.
- Hameduddin, T., & Lee, S. (2021). Employee engagement among public employees: Examining the role of organizational images. Public Management Review, 23(3), 422–446
- Harter, J., Schmidt, F., & Hayes, T. (2002). Business-unit-level relationship between employee satisfaction, employee engage ment, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87(2), 268–279
- Jeremy, M., Melinde, C., & Ciller, V. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo, African journal of business management, 6(15), 5389-5398.
- Kahn, W. A. (1990). Psychological conditions of personal engage ment and disengagement at work. Academy of Management Journal, 33(4), 692–724.
- Lewis, C. W., Gilman, S. C. (2013). The Ethics Challenge in Public Service: A Problem-solving Guide. JosseyBass, San Francisco, CA.
- Moran RT, Harris PR, Moran SV (2007). Management of cultural differences: Global leadership strategies for the 21st century (7th ed.). Amsterdam: Elsevier.
- Marchington M (1980). Responses to participation at work: A study of the attitudes and behaviour of employees, shop stewards and managers in a manufacturing company. London: Gower. Marchington M (1995). Employee involvement. In J. Storey. (Eds.). HRM: A critical text. London: Routledge.

- Mkheimer, (2022), The Impact of Leadership Styles on Business Success: A Case Study on SMEs in Amman
- Ngambi HC (2011). Rare total leadership: Leading with the heart and hands. Juta, Cape Town. Department of Economics and Management Sciences, Sultan Zainal Abidin University, Terengganu, Malaysia
- Ramsey H (1977). Worker participation in sociological and historical perspective. Sociology, 11: 481-506.
- Rist, K. (2020). Workingfrom home: The New'Industrial'Revolution. Forbes. https://www.forbes.com/sites/kjartanrist/2020/09/07/working-from-home-the-new industrialrevolution/?sh=72332d4a62fd
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. Personnel Psychology, 64(1), 89–136
- Csikszentmihalyi, M. (1997). Finding flow: The psychology of engagement with everyday life. Basic Books.
- Garrett, R. S., Thurber, J. A., Fritschler, A. L., & Rosenbloom, D. H. (2006). Assessing the impact of bureaucracy bashing by elec toral campaigns. Public Administration Review, 66(2), 228–240.
- Melton, E. K. (2011). The politics of public management: Exploring the importance of environmental support [Unpublished doc toral dissertation]. Texas A&M University.
- Melton, E. K. (2017). From politics to performance: How perceived support matters for public organizations. International Journal of Public Administration, 40(12), 989–999.
- Rich, B. L., LePine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53(3), 617–635
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. Journal of Happiness Studies, 3(1), 71–92.
- Welch, M. (2011). The evolution of the employee engagement concept: Communication implications. Corporate Communi cations: An International Journal, 16(4), 328–346.

Screenshots for appendix

Reliability Statistics

Cronbach's Alpha	N of Items
.992	4

Reliability Statistics

Cronbach's Alpha	N of Items
.989	4

Reliability Statistics

Cronbach's Alpha	N of Items
.993	4

Reliability Statistics

Cronbach's Alpha	N of Items
.996	4

1.

Correlations

		Transformational Leadership 1	Transformational Leadership 2	Transformational Leadership 3	Transformational Leadership 4
Transformational Leadership 1	Pearson Correlation	1	.983**	.992**	.956**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Transformational Leadership 2	Pearson Correlation	.983**	1	.984**	.948**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Transformational Leadership 3	Pearson Correlation	.992**	.984**	1	.950**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Transformational Leadership 4	Pearson Correlation	.956**	.948**	.950**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

2.

Correlations

		Internal Environment 1	Internal Environment 2	Internal Environment 3	Internal Environment 4
Internal Environment 1	Pearson Correlation	1	.946**	.946**	.992**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Internal Environment 2	Pearson Correlation	.946**	1	.966**	.955**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Internal Environment 3	Pearson Correlation	.946**	.966**	1	.948**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Internal Environment 4	Pearson Correlation	.992**	.955**	.948**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

Correlations

		External Environment 1	External Environment 2	External Environment 3	External Environment 4
External Environment 1	Pearson Correlation	1	.980**	.985**	.955**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
External Environment 2	Pearson Correlation	.980**	1	.989**	.975**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
External Environment 3	Pearson Correlation	.985**	.989**	1	.965**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
External Environment 4	Pearson Correlation	.955**	.975**	.965**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

Correlations

		Employee performance 1	Employee performance 2	Employee performance 3	Employee performance 4
Employee performance 1	Pearson Correlation	1	.982**	.989**	.985**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Employee performance 2	Pearson Correlation	.982**	1	.985**	.988**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Employee performance 3	Pearson Correlation	.989**	.985**	1	.980**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Employee performance 4	Pearson Correlation	.985**	.988**	.980**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985[a]	.969	.969	.19922

a. Predictors: (Constant), Transformational Leadership 1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.471	1	123.471	3110.973	.000[b]
	Residual	3.889	98	.040		
	Total	127.360	99			

a. Dependent Variable: Employee performance 1

b. Predictors: (Constant), Transformational Leadership 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.116	.075		-1.551	.124
	Transformational Leadership 1	1.024	.018	.985	55.776	.000

a. Dependent Variable: Employee performance 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978[a]	.957	.956	.23754

a. Predictors: (Constant), Internal Environment 1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.831	1	121.831	2159.218	.000[b]
	Residual	5.529	98	.056		
	Total	127.360	99			

a. Dependent Variable: Employee performance 1

b. Predictors: (Constant), Internal Environment 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.251	.093		-2.699	.008
	Internal Environment 1	1.053	.023	.978	46.467	.000

a. Dependent Variable: Employee performance 1