Relationship between Leadership and Employee Engagement in Organizations Today, A Focus on Vihiga County Government - A Scoping Review

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Abstract

Modern day organizations are in a constant state of instability and often experience large scale change, hence the guidance of visionary leadership is fundamental to the success of any organization.   One of the challenges facing the human resource management team and business leaders of many organizations today is that most supervisors lack the aptitude to ensure that employees not only do their tasks physically but mentally and emotionally. The aim of the study was to determine the relationship between leadership and employee engagement in organizations today: A case study at Vihiga County government. Fred Fiedler (1960) contingency theory of effectiveness and Psychologist Fritz Heider (1896–1988) attribution theory were used to provide a framework for analysing the relationship between leadership and employee engagement. There are few researchers who have focused on other county governments in Kenya but there no much study done in Vihiga County government. The study used stratified random sampling design where the researcher selected 240 respondents. A questionnaire was used a sole data collection tool to collect primary data. The inferential statistical methods used were correlation and descriptive statistical involved in measurement of central tendency that is the mean. Staffs were chosen using stratified random sampling. Findings indicated that the relationship between leadership and employee engagement was positive and significant. In addition the research illustrates that transformational leaders transfer their enthusiasm and high power to their subordinates by the way of modeling. It means that organizations must ensure that employees are totally engaged so as to contribute positively towards attainment of organization's objectives. Transformational leadership is a stronger predictor of both overall satisfaction and employee engagement. Therefore it is the job of a good leader to reconcile all those interests and bring them together in a way that keeps the team moving in the right direction. It is possible to bring everyone together in a common pursuit if they have divergent goals and aspirations if good leadership is applied. The researcher recommends further investigation on the interaction of other variables on the effects of leadership styles on employee engagement. A replication of the study should be carried out using a larger sample, more time allocation to the same combination of more than one data collection instrument and more other variables that are relevant to the study.

***Keywords:** Relationship between Leadership, Employee Engagement, Organizations today*

Introduction

Leadership is consistently the most sought after topic in all disciplines of organizational studies. It is deemed as the fundamental trait of an organization because leaders play an important role in imparting their knowledge and skills to their followers through a well-defined leadership competency that benefits the organizational growth (Kelemba 2018). The transformational leadership was first introduced in 1960 by James Macgregor Burns. Later, Bass and Avolio (1985) developed ideas and advanced the formal concept of transformational leadership.

Today, undeniably the transformational leadership model is the most researched topic in the field of leadership (Hytter 2014; Barnes 2013 and Bass & Avolio, 2003), and leaders who push the envelope in working pattern by passionately activating followers' high order needs, fostering a climate of trust, and inducing followers to sacrifice self-interest for the sake of the organization is considered as transformational leaders (Bass & Avolio 2003). Furthermore, Rao (2014) defined Transformational leadership as "a motivational leadership style which involves presenting a clear organizational vision and inspiring employees to work towards this vision through establishing connections with employees, understanding employees' needs, and helping employees reach their potential, contributes to good outcomes for an organization.

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Kahn (1990) who is considered as the father of employees' engagement movement defines it is as harnessing of organization members to their work roles, where employees express themselves physically, cognitively and emotionally during role performances with the help of the leaders. What distinguishes organizations is the quality of the employees (Taneja, Sewell, & Odom, 2015). Leaders of organizations need to include strategies that engage employees to increase productivity in the workplace during day to day operations. Recent research shows that a leader's engagement strategies influence employee engagement and production (Angelbrecht, Heine & Mahembe, 2016). According to a study by Hicks, Reilly and Bahr (2014) it was noted that leaders who do not focus on implementing strategies that engage employees prospectively face decrease in employee determination and motivation that impact productivity. Kopperud, Martinsen, and Humborstad (2014) explained that when leaders incorporate leadership styles such as transformational leadership in the development of engagement strategies, they are more likely to successfully engage employees.

In their research work, Kopperud, et al (2014) explained that when leaders incorporate leadership styles such as transformational leadership in the development of engagement strategies, they are more likely to successfully engage employees. According to Rao (2015), leaders who engaged workforce experienced 6.5 fewer days absent, 41% lower retention risk, and 3 times higher operating margins. This indicates that leaders have an important role in enhancing job satisfaction and organizational commitment (Hicks, 2014). It was further identified that leadership engagement strategies for employee engagement are crucial to building a relationship and developing trusts that increase the engagement levels of the organization (Kang & Sung, 2015). It is remarkable that no such study was carried out in the county government of Vihiga.

Several other studies done by Chaurasia & Shukla, (2014); Ndethiu (2014); Kelemba (2013); Kitili (2013), have also found out that leadership as a big driver of employee engagement. Studies reveal that certain leadership attributes, viz, mentoring skills, vision articulation, self-management and inner balance, were found to be very influential traits. In addition, Chaudhry and Javed, (2012) found out that employees' high quality relationship with their leaders and transformational leadership style is positively related to employee engagement. Bwonya, Ogutu and Washington (2020) identified a leadership approach to assessing motivation, engagement, and value of followers. In 1985, Bass identified behaviors from leaders that inspired followers to begin working towards obtaining similar goals, aspirations and higher morality (Chaudhry, 2015). Bass argued that the basis of redesigning perceptions, values expectation, and aspiration of the employees surround the leaders' ability, traits, and personality that act as an example in the articulation of the goals. Several studies have confirmed that there is actually a relationship between leadership and employee engagement in organization. Vihiga County has had a share of its challenges with leadership and employee engagement. Poor leadership and poor implementation of procedures have caused Vihiga County not to meet the annual target set by the national government, therefore risk reduction of revenue allocation by the national government. Vihiga County has been bedeviled with strikes as employees demand for better reward system that has compromised service delivery to the citizens.

Statement of Problem

The deficits in job satisfaction among employees of county governments in Kenya was evidenced by findings of a study by Bidyut and Mukulesh (2014) that the level of service delivery is quite low as evidenced by many public complaints about its effectiveness, corruption, absenteeism, negligence among others. Consequently in 2013, the Government of Kenya appointed a task force to advice on how to improve performance of state corporations (RoK, 2013). However the focus of the various strategies undertaken to improve performance mostly focused on institutional and structural reforms while scarcely addressing critical issues such as leadership and employee engagement even though there is overwhelming empirical evidence that it is correlated to organizational outcomes (Smith & Markwick, 2009; Bakker, Albrecht, Gruman, Macey & Saks, 2015). In an ever changing business environment, a committed and proactive work force could provide organizations with competitive advantage (Bakker, Schaufeli, Leiter & Taris, 2002).

Although several researches have been carried out on employee engagement in different sectors worldwide (Crabtree & Robison, 2013; Hoffman & Tschida, 2007), no research has been conducted concerning the effects of leadership styles on employee engagement in the Vihiga County government, thus the need for this research study to be carried out. In highlighting the effects of leadership styles on employee engagement, this study aimed to draw the managers' and researchers' attention to the importance of the relationship between leadership styles and employee engagement within the organizations today focusing on Vihiga County government, which ultimately affect job and organizational performance and job and organizational commitment.

Research objective

The main objective of the study was to establish the relationship between leadership and employee engagement in the organizations today.

Theoretical Review

Contingency Theory of Effectiveness

In the 1960s, Fred Fiedler advanced the first theory using contingency approach, the contingency theory of effectiveness. The main idea depicts that leadership effectiveness depends on the interaction of two factors, aspects of the situation and the leader's task or relations motivations. This scale requires leaders to recall a coworker they worked well and characterize the individual rating on series of objectives. If the score is high it reflects more positive descriptions of the least preferred coworker. Fiedler argued that an individual with high score is motivated to maintain harmonious interpersonal relationship where the one with lower score is motivated to focus on task accomplishment.

This theory maintains that task motivation is contingent on whether the leader can control and predict the outcome of the group, (Bass & Avolio 2000). Whether the leader perceives cooperative relations with subordinated or whether the task is highly structured with standardized procedures and measures of adequate performance or whether the leader's level of authority is rewarding or punishing group members, the combination of leader-member relations, task structure and position creates different situations that have been broadly categorized as favorable situations, intermediate situations and unfavorable situations. Many scholars consider the work by Fiedler and his colleagues a classic contribution that inspired consideration of personal and situational aspects in leadership.

The contingency theories of leadership express the need for the leader to adjust the behavior based on a rational understanding of the situation and assume a leadership style that is appropriate for the occasion, (Chaudhry 2013). This theory will help in establishing relationship between leadership and employee engagement in Vihiga County Government. This theory will help in determining various aspects of relationship between leadership and employee engagement. The theory will help examine the importance of good leadership and fairness to all employees, and ensure that employees remain engaged and basically accountable for good service delivery. The theory operationalizes the independent variable, leadership as well as the concept of employee engagement in Vihiga County government.

Attribution Theory – Fritz Heider (1896-1988)

Psychologist Fritz Heider (1896–1988) first developed attribution theory in his 1958 book The Psychology of Interpersonal Relations. Heider proposed that what people perceived and believed about what they saw dictated how they would act, even if their beliefs about what they perceived were invalid. According to Kelemba (2018) attribution theory is intended to help a person understand the causes of human behavior, be it their own or someone else's. The basis of attribution theory is that people want to know the reasons for the actions that they and others take; they want to attribute causes to behaviors they see rather than assuming that these behaviors are random. This allows people to assume some feeling of control over their own behaviors and over situations, (Tsigu & Rao 2015). The theory was relevant to the study because attributions also may influence employee engagement. Employees who perceive the cause of their success to be outside of their control may be reluctant to attempt new tasks and may lose motivation to perform well in the workplace. Equally, employees who attribute their success to themselves are more likely to have high motivation for work. Thus, understanding attributions that people make can have a strong effect on both employee engagement and managerial effectiveness.

Transformational Leadership and Employee Engagement

This type of leadership skill is highly encouraged among growth-minded organizations because it motivates employees to see their capability. In the recent past, scholars are using transformational leadership theory to understand the different organizational phenomena such as leadership and employee engagement strategies to increase productivity (Sofi, 2015). Scholars have found that transformational leadership theory is a leadership model well matched for finding out observable facts such as leadership strategies that engage employee. Transformational leadership theory has acceptances in scholarly leadership literature and receives support from empirical research (Kelemba, 2018). Ineffective leadership strategies have an impact on engagement over a period of time, however, it is not visible due to employees' social responsibility to meet job expectations. Therefore there is need to construct strategies that will enhance employee engagement and afterwards affect productivity and service delivery, regardless of employee performance, (Chaudhary 2014). A transformational leader's valued benefit is the potential to stimulate employee commitment and respect through regular communication, (Tsigu 2013). However, transformational leaders risk losing sight of all employees individual learning curves if direct reports don't receive right coaching guidance through new responsibilities.

In her study, Ariani (2014) focused on the impact of supportive leadership an employee engagement on the organizational citizenship behavior. A survey was conducted by using questionnaires from previous research. The questionnaires were sent to 300 employees in services organization in Indonesia, 252 completed surveys data were returned anonymously in sealed envelopes. Validity and reliability tests were used to test the questionnaires contents. The structural equation modeling was used to test the relationship among variables. The results proved that supportive leadership and employee engagement have direct positive relationship among variables. The results proved that

supportive leadership and employee engagement have direct impact on employee engagement. From the results it can be concluded that is employees are empowered they will show organizational citizenship behavior resulting from employee supportive leadership. It shows employees will engage in organizational citizenship behavior through empowerment and support from their leaders as two main factors that involve employees in commitment. Good leadership styles enhance higher levels of engagement, leading to job satisfaction of employees, higher organizational commitment, enhanced productivity, improved extra-role behaviour and reduced turnover.

In their research, Orita, Mulwa, Musiega & Masinde (2015) argued that transformational leadership style lack the engagement skills that are necessary to connect the engagement gap between employees. Findings in his research suggested that it is very important to create a framework for coaching and mentoring leaders to put into practice effective leadership initiatives. He also noted that individuals who used the transformational leadership style lack the skills to engage employees and tend to unworkable strategies, (Oladipo, Jamilah, Daud and Salami, 2013)

In their study, Bezuidenhout and Schultz (2013) on transformational leadership and employee engagement in the mining industry asserts that in the south African mining industry, employee relations are highly complex and often characterized by violence and unrest. The purpose of the article was to determine if there is a relationship between transformational leadership and employee engagement at a mine in the North West Province. The methodology included a quantitative, cross-sectional survey design. The main findings were that a transformational leadership style and employee engagement are related to one another and should be considered holistically. The unique contribution of this research lies in the fact that it provides insight into the complex relationships between leaders and ordinary employees at the mine, Oladipo et al, 2013). The research considered both sides of the problem, namely from the point of view of the leaders as well as that of the ordinary employees who might be experiencing various degrees of engagement with their jobs. Recommendations for future management interventions include that leaders pay individual attention to followers, provide balanced feedback and provide opportunities for growth and development.

Criticisms towards the transformational leadership

In a study by Ram and Prabhar (2011) to investigate the impact of leadership style (Transformational/ Transactional) on employee engagement in India, survey was conducted among 55 subjects in a beverages company using questionnaire. The Utrecht Work Engagement Scale, developed by Schaufeli (2002) was used to me assure employee engagement. The Multifactor Leadership Questionnaire (Bass & Avolio, 2000) was used to measure leadership style. The data collected was analyzed using

various statistical tools – Mean, Correlation, Regression and Chi-square test with the help of SPSS. The findings revealed that there is significant positive correlation between transactional leadership and employee engagement as well as between transformational leadership and employee engagement. It is also found that transformational leadership is a better predictor of employee engagement when compared to transactional leadership. The study also concluded that the demographic variables influence employee engagement. An organization to function efficiently requires healthy, committed and motivated employees, who can be termed as Engaged Employees.

Transactional Leadership and Employee Engagement

This type of leadership skills is fairly common in today's organizations where managers reward their employees for precisely work done. Transactional leaders assist in establishing role and responsibilities for each employee, but can also encourage minimum work if employees know how much their effort is worth. This leadership skill can use incentive programs to motivate employees and should be consistent with the organization's objectives. The enhancement in demand for organizations' productivity and competitiveness, leaders are obligated to develop engagement strategies that influence employees (Hicks, 2014). Organizations use leadership to achieve business objectives, enhance employees' productivity, attain competitive advantage, and reduce staff turnover (Kang, 2015).

The influence of leadership skills is part of the organization's achievement that involves employee commitment and focus to achieve the combination of innovation, upbeat solutions, productivity and their initiatives (Oladipo et al, 2013). Leadership engagement strategies are therefore vital and critical to the success or failure of the organization. Transactional leaders focus on standards, work ethics and utilizing authority to interact with employees (Clarke 2013). Leaders who choose this type of leadership focus on maintaining the current workplace environment with the organization. Researchers have expressed that this type of leaders are less empowering and less innovative. Furthermore, leaders that use transactional leadership skills were non-sustaining in engagement of employees towards productivity. These leaders produce negative outcomes that impact workplace productivity.

Criticism of Transactional Leadership

According to Hicks (2014), a transactional leader sets very clear goals for the followers and explains the rewards of achieving specified goals either directly or indirectly. It is true that transactional leadership style is easy to implement and give directions. Punishment and reward, these two words are key of this leadership style. Because people motivate easily for work with the rule of "rewards

and punishments", and transactional leadership just utilize it in workplace. A research done by Tu and Lu (2016) proves that transactional leaders do not need much training, in short they run there is minimum need to training. Leaders merely need to tell followers to follow the rules for rewards or else they will get punishment. In workplace, transactional leaders treat their followers as subordinates, who need to obey their leader in work place; nothing more is essential. Transactional leadership theories do not need to think about the difficulty of divergence in intelligence, passions, or task difficulty. 4 A transactional leader does not usually try to find out subordinates good work or they do not give compliments for expected good work, (Loi 2015). This is the nature of transactional leaders; their view for job is simply exchange of work for money. A transactional leader is inflexible in his expectations about the working relationship, his official power is to instruct subordinates on what to do, and only consider the traditional organizational hierarchy. Therefore, subordinates must follow their leaders plan or instructions without asking question and they should realize their position.

Leader Effectiveness and Employee Engagement

Despite growing interest in leader effectiveness and employee engagement constructs, it appears no empirical study has so far examined the direct relationship between leader effectiveness and employee engagement. For instance, Purcell (2012) recognises perceived organizational support through a system of fairness, justice and trust as important predictors of employee engagement. Leaders/managers establish systems of fairness by determining how organizational policies are applied consistently regardless of the subject, how organizational rewards are distributed and how the views of disgruntled employees are collected and addressed.

Furthermore, the enactments of policies that ensure procedural, distributive and interactive justice are major responsibilities of organizational leaders. Further, the behaviour of organizational leaders creates trust in management. Trust between employees and a manager is so crucial for promoting engagement to the extent that, a deficit in the trust is said to be the cause of engagement gap (Sofi, 2015). According to Shukla and Swati (2019), perceived organizational support, a substantive predictor of engagement, is seen in some settings as the employer providing good pay, secure jobs and career opportunities. Leaders who perform these functions are perceived by employees as providing a supportive environment that promotes engagement. These predictors of engagement are inherently functions of organizational leaders and thus the effectiveness of such leaders in promoting employee engagement cannot be underestimated.
Leadership that provides a clear and shared vision for organizations is captured as a distinctive driver of employee engagement (Shukla & Swati 2019). When

employees understand how their roles contribute to the overall vision of the organization, they are influenced to be more engaged with their work and organization. This underscores how leaders influence employee engagement and create work systems that value workers contribution. A positive conceptual link can be drawn between leader effectiveness and employee engagement, the latter which is generally considered as a positive organizational outcome. Bwonya et al. (2020) posit that the critical role of managers in establishing a climate that promotes workers' engagement is highlighted when leaders empower their subordinates, a participative climate that enhances involvement in decision-making.

Employee Engagement Strategies

A study by Ngumbao and Muturi (2018) on the effect of employee engagement aspects that include the incentives and acknowledgement on job performance with the focus mainly on Kenya's public sector was carried out in Nakuru Water and Sanitation Services Company Limited. The study showed that better performance is observed in engaged employees. Moreover, employees require feedback and positive re-strengthening to maintain the engagement. A similar study was carried out that showed how employee engagement and employee dedication at Barclays Bank of Kenya revealed that reward, adequate compensation by the company and gratitude would work towards the building of trust between the staff and management (Wachira, 2013). According to Kerario (2013) the impact of transactional leadership on employee engagement in Mumias Sugar Company, showed a positive relationship which three was increase in job satisfaction and improved performance. In his research, Mukua (2011) on the effect of transactional leadership on employee engagement in Nairobi county, indicated that transactional leadership in faith based non-governmental organizations led to employee performance to some extent.

Subsequently, another study by Mutunga (2009) on factors that contribute to the level of employee engagement in the Telecommunication Industry in Kenya: A Case Study of Zain Kenya. The objectives of the study were to identify factors which contribute to employee engagement; and to determine the extent to which employees are engaged at Zain Kenya Limited. A case study research design was adopted. The population of interest consisted of management and non-management staff working at Zain Nairobi headquarter. A sample size of 42 respondents was selected through stratified random sampling process to ensure representativeness of the Divisions of the company. Remuneration contributed to employee engagement to a very large extent. Other factors which contributed to engagement to a large extent include training and development; career growth; supervisor skills and fairness; job security; and recognition and appreciation. On the other hand, provision of mobile

phones by the company and company mission statement were identified as factors which contributed to engagement to a small extent implying that they were less significant. On the contrary, the study found that punishment had a moderate but, positive contribution to employee engagement. It was also noted that the contribution of punishment to engagement was greater than provision of free mobile phones and company mission statement. It was established that employees at Zain were disengaged. This was depicted by distraction from work, lack of satisfaction with remuneration, work-life balance. Respondents showed that they lacked the freedom to express their opinions and that they were not adequately involved in making company strategic decisions.

In her research work, Ndethiu (2014) on the effects of leadership styles on employee engagement in an International Bank with substantial operations in Kenya, the study specifically aimed to answer the following: What is the effect of leadership styles on the employee's beliefs about the organization and their work conditions? What is the effect of leadership styles on the employee's feelings about the organization and work commitment? and what is the effect of leadership styles on the employee's organizational citizenship behaviour? The study employed a descriptive survey design. The target population for this study consisted of 683 employees from the bank's various units in its Head Office in Nairobi. A quota of 30% was established for each stratum within the bank from the five strata of: Service Line, Technical Systems Support, I.T. Helpdesk, Network Support and Data Centre. The study used stratified random sampling design where the researcher selected 205 respondents.

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

Conceptual Framework

Independent Variables

Independent Variables   Dependent Variable

Transformational Leadership	Employee Engagement
• Individualized consideration	• Vigor
• Inspirational motivation	• Dedication
• Relational transparency	• Absorption

Employee

Engagement and Productivity

Leadership plays an important role while dealing with diverse mix of employees that are increasing rapidly in organizations (Sparks et al., 2001), and leadership style help followers to coordinate with each other effectively increases followers' satisfaction level (Shibru, 2011). Transformational leadership has positive impact on employees' behaviors (Al-Swidi et al., 2012). Leadership plays a major role when dealing with diverse employees that are increasing rapidly in organizations, (Al-Swidi, 2012). Leadership style helps followers to coordinate with each other effectively and improve followers' satisfaction level. Employee engagement is a concept that contains the value of the understanding and improvement of individual and organizational performance mostly influenced by the leader.

The impact of leadership on employee engagement is the leadership style that is adopted to improve productivity, employee satisfaction and enthusiasm for work, (Alok & Israel 2012). An individual involved is a person who is close to the work-related tasks so that the employee is willing to bring out the ability and energy, and eager to work in an organization that should translate into a higher level of performance in accordance with the role played and performance outside the role played. When employees dedicate themselves to the task, the individual must have a higher contextual performance related to behaviour in accordance with social and psychological situation of an organization, (Christian, Garza & Slaughter 2011).

In Kenya, the government initiated various reforms such as selling of subsidiary business interests or investments, retrenchment, privatization and strategic partnership with private investors and performance contracting (Kobia & Mohammed, 2006). Kenya is among the few countries in Africa that have implemented comprehensive public service reforms (Economic Commission for Africa, 2010). However, progress has been hindered partly by inability to hire and retain the right calibre of staff and poor and wrong diagnosis and prognosis (ECA, 2010; RoK, 2013). The increased demand for quality services against non-increasing resources has ensured that efforts to improve performance of state corporations continue to occupy a central place within government policy and the public.

According to Ndethiu (2014) on the effects of leadership styles on employee engagement in an international bank with substantial operations in Kenya, found out that supervisor skills and fairness contributed positively to employee engagement. The objectives of the study were to identify factors which contribute to employee engagement; and to determine the extent to which employees are engaged at Zain Kenya Limited. The population of interest consisted of management and non-management staff working at Zain Nairobi headquarter. A sample size of 42 respondents was selected through stratified random sampling was used. Remuneration contributed to employee engagement to a very large extent however other factors which contributed to engagement to a large extent included training and development; career growth; supervisor skills and fairness; job security; and recognition and appreciation. It was concluded that several factors contribute to employee engagement.

Research Gap

The researcher recommends further investigation on the interaction of other variables on the effects of leadership styles on employee engagement. A replication of the study should be carried out using a larger sample, more time allocation to the same combination of more than one data collection instrument and more other variables that are relevant to the study.

Methodology

The target population for this study was 240 employees of Vihiga County government who were drawn from the managerial and non-managerial cadres that formed the strata in sampling. Stratified random sampling was used to select the sample. The sample size was 240 employees (185 women and 55 men) were selected by stratified random sampling method and they were asked to fill the multifactor leadership questionnaire (MLQ) and work engagement scale. All questionnaires were delivered to participants by researcher. Multifactor leadership questionnaire (MLQ) Transformational leadership was measured by multifactor leadership questionnaire designed by Bass and Avolio (1997) which evaluates two leadership styles include transformational and transactional leadership.

Overall Results of Relationship between Leadership and Employee Engagement

The overall results of the relationship between leadership and employee engagement are as shown. These results are: regression coefficient (B=0.324), correlation coefficient (beta=0.671), ANOVA (F=19.278) while t-test value (t=7.207). All these values were positive and significant since p-value was less than 0.05.
The results were represented in the model

$$Y = \beta_0 + \beta_5 X_5 + \varepsilon$$
Where Y= Employee Engagement,
$\beta_0 = 1.320$
$\beta_3 = 0.324$
$X_5 =$ Leadership style
$\varepsilon = 0.045$

Replacing in the equation above, gives the following model: $Y = 1.320 + 0.324X_5 + 0.045$. The results therefore clearly indicate that there exists a statistically significant positive relationship between leadership style and employee engagement.

Overall Results of Relationship between Leadership and Employee Engagement

				Model Summary				
R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
0.713	0.508	0.482	0.56679	0.508	19.278	14	261	0.000
		ANOVA						
		Sum of Squares	df	Mean Square	F			Sig.
Regression		86.703	14	6.193	19.278			0.000
Residual		83.848	261	0.321				
Total		170.551	275					

a. Dependent Variables: Employee Engagement
b. Predictors: (Constant): Leadership style

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	1.320	0.319		4.141	0.010
Leadership style	0.324	0.045	0.671	7.207	0.000

a. Dependent Variable: Employee Engagement
b. Independent Variable: Leadership Style
c. Significant level <0.05

Source: Field data, 2019

The study revealed that Leadership style account for 50.8percent (r^2=0.508) of employee engagement in the Vihiga County Government and the rest is explained by other factors. The overall regression model:

$Y = ß_0+ß_1X_1+ +ß_2X_2+ + μ$
Where Y= employee Engagement
$ß_0$ = Constant
$ß_1 – ß_4$ = Coefficient of regression
X_1 = Transformational Leadership
X_2 = Transactional Leadership
$μ$ = error term
$Y = 1.320+0.556X_1+ +0.473X_2+ + 0.045$

From the model, the predictor (variable) which had least influence on employee engagement in the Vihiga County Government was transformational leadership followed by transactional leadership.

The regression model in the table above revealed a coefficient R value of 0.713 and R squared of 0.508. This indicated that only 50.8 per cent of corresponding change in employee engagement could be explained by leadership style and the rest explained by other different variables not included in the model. Similarly, the F change statistic was 19.278, p < 0.01 which was sufficient to support the goodness of fit of the model in the explanation of variance in employee engagement as the predicted variable. Consequently, this confirms the usefulness of leadership style as the predictor of employee engagement (dependent variable). Hence, the results revealed that leadership is positively and significantly related to employee engagement (r=0.713**, p<0.001). Several studies have also established that any form of leadership style could enhance employee engagement (Wachira, 2013; Ariani, 2014; Bidyut & Mukulesh, 2014; Bwonya, Ogutu & Washington, 2020). Accordingly, employees will seek to stay within their own organizations because of the perceptions that leaving would deprive them of the privileges obtained from the training opportunities provided in these organizations (Tsigu & Rao, 2015). Therefore, employees with high employee engagement continue to stay within the organization because of their own self-interest.

Conclusion

Forward looking organizations are trying to realize their business goals by promoting employee engagement in their organizations. The focus of the present study has been on the relationship between leadership and employee engagement. In today's competitive work environment, it is time for organizations to move beyond just motivating their employees and towards creating an environment of engagement. The present studies have shown that both transactional and transformational leadership styles influence employee engagement. But the relationship is stronger between transformational leadership and employee engagement. Engagement therefore, promotes positive work behaviours of employees and this in turn leads to higher organizational effectiveness and higher productivity.

The study finally concludes that leadership styles affect the employee's organizational citizenship behaviour. It was concluded that several factors contribute to engagement but, salary and benefits was the largest contributor. It was also concluded that punishment could be used to positively influence employee engagement. This however, would depend on the magnitude of punishment as well as circumstances leading to punishment. This study recommends that there is a need to have an entrenched training program within the organization geared towards building on employee beliefs about the organization and their work conditions from within the organization. The study also recommends that managers should use the most appropriate and effective leadership style that facilitates collective responsibility and consultative decision making with all stakeholders within the organization. Lastly, this study recommends that managers should also consider adopting transformational leadership and authentic leadership styles which, from research, have been found to be the most engagement friendly leadership styles.

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