

THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE ENGAGEMENT

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Abstract

Organisations and leaders seek to have engaged employees and spend considerable time and resources to improve engagement which has enormous influence on employee productivity and organisational performance. Although there have been previous studies in Malaysia, little research has been done on leadership's influence on employee engagement across industries. Transformational and transactional leadership is stated to be positively correlated with employee motivation and employee satisfaction, and indirectly employee engagement. This study examines the leadership style practised by leaders in five organisations in Malaysia, its influence on employee motivation and satisfaction which lead to an increase or decrease in employee engagement. Data on leadership style, employee motivation, satisfaction and engagement, and organisational culture was gathered through a web based questionnaire from employees. Quantitative data from leaders on their leadership style, motivation, satisfaction, engagement whereas those on organisational culture was gathered qualitatively. Responses from the web based employee questionnaire were processed using IBM's Statistical Package for the Social Sciences (SPSS) 22. The qualitative data gathered from leaders were processed via the in vivo technique, clustered and classified into patterns according to the emerging common themes using Microsoft Excel, together with quantitative data. The findings of the study show that transformational and transactional leadership style influences employee satisfaction more than employee motivation, which impacts employee engagement. Employees led by transformational leaders have the highest satisfaction levels with their job, leadership style and organisation whereas teamwork outshines while working with a transactional leader. Finally, in project-related industries, the laissez-faire leadership style is prominent as in encouraging employee empowerment and autonomy in decision making which ultimately results in higher employee engagement. Sub-unit culture rather than organisational culture has a moderating influence on the relationship between leadership style and employee engagement.

Keywords

Employee engagement, Transformational leadership style, Transactional leadership style,
Laissez-faire leadership style, Employee motivation

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Introduction

Leadership in organisations serves to provide talent with direction and purpose towards higher organisational performance (Bhalla et al. 2011). Effective leadership results in organisation achieving competitive advantages (Bass 1985a). Bass (1985a) and Yukl (1998) projected leadership as a process that involves a leader influencing employees to conduct themselves and perform in a required manner. The manner in which leaders lead their team influences attitude, behaviour and feelings of employees which indirectly affects the organisation (Çetin, Karabay & Mehmet 2012). Characteristics, abilities, personality, experience and environment has an impact on leadership style (Bass 2008).

With an appropriate leadership style, leaders can support employees in improving their performance and indirectly contribute to success of the organisation (Zhu, Chew & Spangler 2005). Leaders and employees each have a role in creating a successful relationship to benefit both parties (Burns 1978) and to strengthen the organisation. Research by CIPD in 2016 indicate that employee motivation and satisfaction are linked to factors that are mainly within the control of their leaders. As such, it is important for leaders to understand their role in the organisation, the extent of influence it has on employee engagement and indirectly on the organisation's performance.

Great leaders inspire their team members and motivate them to multiply effort in achieving the shared goal (Fenwick & Gayle 2008). Leaders support the team and organisation goals and vision and motivate team members to contribute beyond individual goals and align team member goals to be parallel to organisational goals (Burns 1978). This asserts the importance and impact of leadership style on employee's motivation and satisfaction, and indirectly on employee engagement. In a survey conducted by Dale Carnegie Training, three key factors were identified to impact employee engagement, of which two were related to relationship and belief in leadership (Dale Carnegie Training Malaysia 2016).

Transformational leaders are seekers of opportunities and new working methods, risk takers, efficient and effective and are non-status quo supporters (Scaunasu 2012). They are described as proactive and known to shape and create circumstances (Avolio & Bass 1988). Bass (1985b) conceptualised that in a genuine transformational leadership, employee empowerment and independence is practised instead of employee dependence on leaders to cope and perform successfully. Transactional leaders have been described by Bass (1985a) as individuals who function within an existing system or culture, avoid risks, consider time limitations and efficiency, and prefers process rather than substance in retaining control. They are prospectively effective in non-volatile, stable environment where monitoring activity against past performance is done as a strategy. This leadership style focuses on ensuring followers achieve goals agreed and set, which is similar to the path-goal theory (Evans 1974; House and Mitchell 1974; Avolio & Bass 1988). In contrast to transformational and transactional leadership, there is no leadership act present as there are no agreements or transactions between followers and leader in laissez-faire leadership style (Bass 1985a; Bass & Avolio 1993). Followers have total freedom in making decisions and carrying out tasks whichever way they deem appropriate (Robbins, Decenzo & Coulter 2010). A

few studies have indicated laissez-faire leadership to be best way of leading, in relation to specific industries like healthcare, research and development in pharmaceutical industry, architecture and engineering and product design where employees are experts in their field and are the best decision makers and advisors (Brinn 2014; Leahey 2014).

Wollard and Shuck (2011) stated that employee motivation is an individual antecedent to employee engagement. There are many motivational theories- content and process based, however, the area of focus will be on the process based Path-Goal Theory as it links the different leadership styles close in similarity to Bass and Avolio (1997). Motivation has been directly linked to employee engagement (Kahn 1990; May, Gilson & Harter 2004; Christian, Garza & Slaughter 2011). Studies have proven that the increase in employee productivity, performance and organisation's profit is the result of improved motivation and engagement levels. In a study conducted by Harter, Schmidt and Hayes (2002), high positive correlations were discovered between employee satisfaction and employee engagement which were measured by productivity, profit, employees' turnover and customer satisfaction indicators. Theorists, Likert (1961) and McGregor (1960) suggested that satisfied employees are productive employees.

Lok and Crawford (2003) analysed the impact of organisational culture and leadership style on job satisfaction. Organisation culture has an impact on leader's behaviour and decisions, and indirectly has an effect on employees (Berson, Oreg & Dvir 2008; Giberson et al. 2009). Studies conducted have proven that leadership is strongly influenced by organisational culture and both are strongly intertwined (Berson, Oreg & Dvir 2008; Giberson et al. 2009; Sharma, S. K. & Sharma, A. 2010). Researches also have debated that subculture in organisations is more dominant compared to main culture and has more effect on employees (Bloor and Dawson 1994). Employees are able to relate to the subculture in their unit than the culture in their organisation as a whole (Prestholdt, Lane & Mathews 1987). Leaders are said to be the driving force of their unit's culture (Mintzberg 2013). Leaders form subcultures through guidance, values and behaviour exhibited. Analysis indicated that employees connect more with a subculture influenced by their leaders, hence, employee commitment and attitude is impacted by the organisation's subculture (Lok, Westwood & Crawford 2005).

Strategic intervention is key to connecting employees with their organisations. However, prior to that, consequences of the different leadership styles and antecedents to employee engagement must be researched and identified. Therefore, this research aims to study the impact of leadership style on employee motivation and satisfaction which influences employee engagement and the moderating effect of organisation culture on leadership style and employee engagement. As such, three hypotheses were developed (RO1, RO2, and RO3). It was hypothesized that there is a positive relationship between leadership style and employee motivation and satisfaction (RO1); there is a significant influence of employee motivation and satisfaction on employee engagement (RO2); and there is a moderating effect of organisation culture on leadership style and employee engagement (RO3).

Research Methodology

The overview of the research design process applied in this research is reflected in the research 'onion' model in Figure 1 to ensure that all aspects of the research process was considered and reviewed before the next stage was pursued.

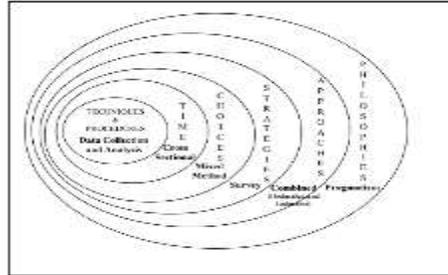


Figure 1 - The Research 'Onion' Model for This Research

A mixed method of quantitative and qualitative approach was used to identify the extent of influence of leadership style on employee engagement, with the intention of using different data sources (questionnaire and interview) to triangulate the findings (Saunders, Thornhill & Lewis 2009: 154) and produce a single dataset (Flick 2011) as in Figure 2 below.

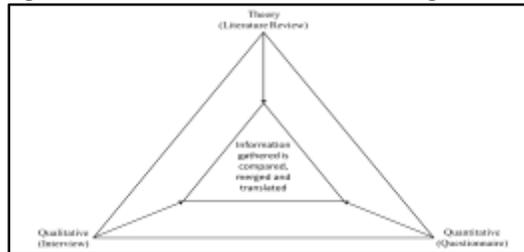


Figure 2- Triangulation- Three Pillars of This Research (Adapted from: Carugi 2014)

Qualitative research was used in understanding factors that cannot be measured like behaviour and motives, on the other hand, quantitative research was used to measure each variable involved in the study (Creswell 2013: 4). Managers were asked to fill a questionnaire with 45 questions for leadership style as identified by Bass and Avolio (1997), motivation and satisfaction, a questionnaire of 24 questions on organisational culture, a questionnaire of 30 questions on employee engagement and attend an interview (the qualitative approach). Team members were required to fill a more structured but simplified web based 30 question questionnaire on leadership style, motivation, satisfaction and organisational culture, due to the larger number of respondents required, availability of respondents and time limitation (Saunders, Thornhill and Lewis 2009, p. 365).

For this research, non-probability convenience sampling was used due to the time constraint, availability of respondents and cost factor. Target respondents of this study consisted of middle managers and senior managers in Malaysia in the (1) Oil and Gas; (2) Hospitality; (3) Construction and Engineering Services; (4) Telecommunications; (5) Information Technology.

The conceptual framework in Figure 3 shows the detailed relationship and approach that was practised in data collection. Qualitative data collection was used for managers to assess their leadership style, to identify the perception of their influence on their team members and the organisational culture. Quantitative data collection was used for both leaders and team members to gather data on leadership style, motivation level, satisfaction, and employee engagement and organisation culture.

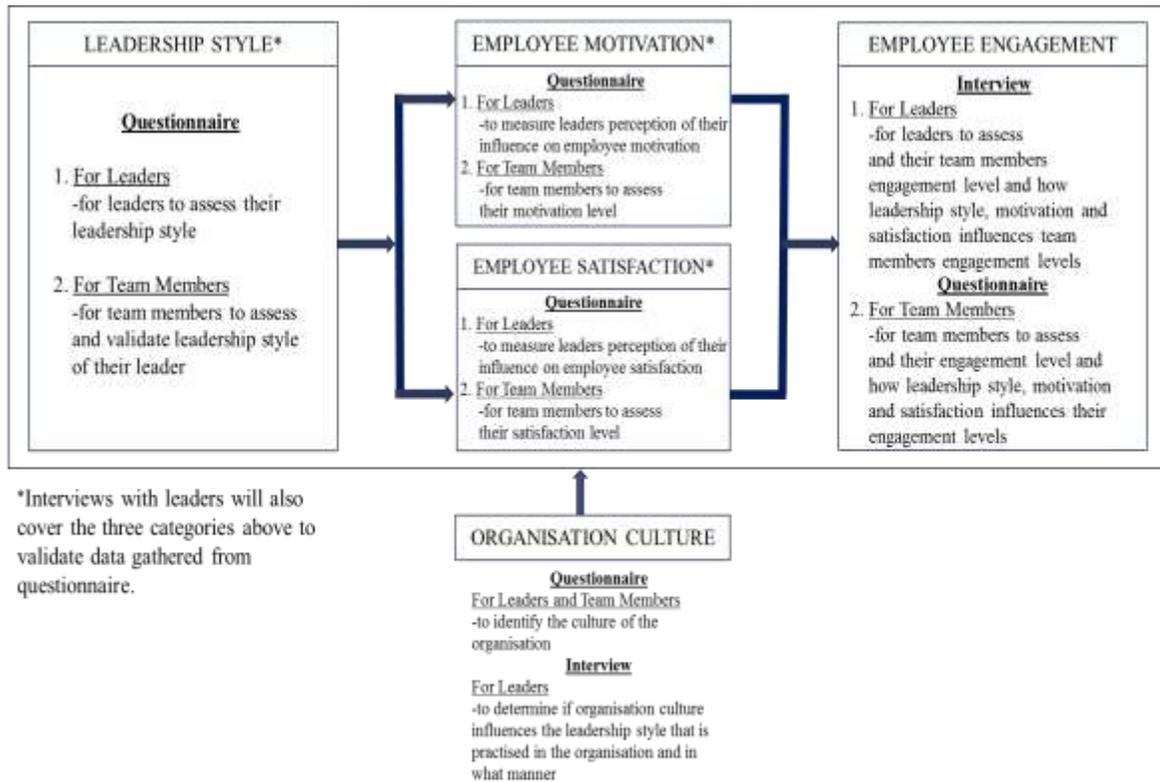


Figure 3 - Framework, Research Design and Approaches of Research

Conceptual Framework and Hypothesis



Figure 4- Conceptual Framework

As such, the conceptual framework and hypothesis formulation is derived as in Figure 4.

Results and Discussion

ROI seeks to determine the relationship between leadership style and employee motivation and satisfaction.

Table 1- Cross Tabulation of Leadership Style with Employee Motivation and Satisfaction Descriptive

		N	Mean
Motivation Level	Transformational Style	42	2.71
	Transactional Style	43	2.63
	Laissez Faire Style	15	1.80
	Total	100	2.54
Satisfaction with Job	Transformational Style	42	2.9286
	Transactional Style	43	2.8605
	Laissez Faire Style	15	2.0000
	Total	100	2.7600
Satisfaction with Leadership Style	Transformational Style	42	2.9524
	Transactional Style	43	2.5681
	Laissez Faire Style	15	1.5333
	Total	100	2.5700
Satisfaction with Organisation	Transformational Style	42	2.7381
	Transactional Style	43	2.6512
	Laissez Faire Style	15	1.8667
	Total	100	2.5700
Satisfaction with Team	Transformational Style	42	2.9048
	Transactional Style	43	3.0698
	Laissez Faire Style	15	2.1333
	Total	100	2.8600

Based on the Descriptive Table (Table 1), several observations were made: (a)The average motivation level of employees between transformational and transactional leadership style to be quite close with a mean difference of only 0.08. Employees under laissez-faire leadership style on the other hand experienced reduced motivation levels at the mean of 1.80; (b)In general, all categories of employee satisfaction experienced higher scores compared to motivation level for all leadership styles; (c) Employees with transformational leadership have the highest satisfaction levels with their job, leadership style and organisation. However, for satisfaction with team, employees with transactional leaders were found to be more satisfied with their team than of employees with transformational leadership; (d)For laissez-faire leadership style employees, although ratings are lower, satisfaction with team and satisfaction with job seems to be on a higher scale (Table 2).

Table 2- Cross Tabulation of Leadership Style with Employee Motivation and Satisfaction (Laissez Faire)

Leadership Style	Categories	Mean Score
Laissez Faire	Motivation Level	1.80
	Satisfaction with Job	2.00
	Satisfaction with Leadership Style	1.5333
	Satisfaction with Organisation	1.8667
	Satisfaction with Team	2.1333

Table 3 - Analysis of Variance between Groups

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Motivation Level	Between Groups	9.822	2	4.911	6.708	.002
	Within Groups	71.018	97	.732		
	Total	80.840	99			
Satisfaction with Job	Between Groups	10.291	2	5.146	6.403	.002
	Within Groups	77.949	97	.804		
	Total	88.240	99			
Satisfaction with Leadership Style	Between Groups	22.267	2	11.134	14.949	.000
	Within Groups	72.243	97	.745		
	Total	94.510	99			
Satisfaction with Organisation	Between Groups	8.890	2	4.445	4.811	.010
	Within Groups	89.620	97	.924		
	Total	98.510	99			
Satisfaction with Team	Between Groups	9.897	2	4.948	7.257	.001
	Within Groups	66.143	97	.682		
	Total	76.040	99			

A one-way ANOVA (Table 3) was conducted to determine whether employees' motivation level, satisfaction with job, satisfaction with leadership style, satisfaction with organisation and satisfaction with team were significantly different for the different leadership styles. The results show that there was a statistically significant difference between groups in each category as indicated in the "Sig." column, $p < 0.05$.

Following the ANOVA test, a Tukey post hoc test was performed to determine the area where differences occurred between groups to probe on the specific group that differs. The results of the Tukey post hoc test are detailed hereunder (Table 4).

Table 4 - Tukey Post Hoc Multiple Comparisons

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) Leadership Style	(J) Leadership Style	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Motivation Level	Transformational Style	Transactional Style	.096	.186	.988	-.36	.53
		Laissez Faire Style	.914 [*]	.257	.002	.30	1.53
	Transactional Style	Transformational Style	-.096	.186	.988	-.53	.36
		Laissez Faire Style	.828 [*]	.257	.005	.22	1.44
	Laissez Faire Style	Transformational Style	-.914 [*]	.257	.002	-1.53	-.30
		Transactional Style	-.828 [*]	.257	.005	-1.44	-.22
Satisfaction with Job	Transformational Style	Transactional Style	.06811	.19448	.935	-.3948	.5310
		Laissez Faire Style	.92857 [*]	.26964	.002	.2888	1.5704
	Transactional Style	Transformational Style	-.06811	.19448	.935	-.5310	.3948
		Laissez Faire Style	.86047 [*]	.26881	.005	.2206	1.5003
	Laissez Faire Style	Transformational Style	-.92857 [*]	.26964	.002	-1.5704	-.2888
		Transactional Style	-.86047 [*]	.26881	.005	-1.5003	-.2206
Satisfaction with Leadership Style	Transformational Style	Transactional Style	-.39424	.18722	.094	-.8399	.0514
		Laissez Faire Style	1.41905 [*]	.25958	.000	.8012	2.0369
	Transactional Style	Transformational Style	.39424	.18722	.094	-.0514	.8399
		Laissez Faire Style	1.02481 [*]	.25879	.000	.4088	1.6408
	Laissez Faire Style	Transformational Style	-1.41905 [*]	.25958	.000	-2.0369	-.8012
		Transactional Style	-1.02481 [*]	.25879	.000	-1.6408	-.4088
Satisfaction with Organisation	Transformational Style	Transactional Style	.08693	.20853	.909	-.4094	.5833
		Laissez Faire Style	.87143 [*]	.28912	.009	.1833	1.5596
	Transactional Style	Transformational Style	-.08693	.20853	.909	-.5833	.4094
		Laissez Faire Style	.78450 [*]	.28824	.021	.0964	1.4706
	Laissez Faire Style	Transformational Style	-.87143 [*]	.28912	.009	-1.5596	-.1833
		Transactional Style	-.78450 [*]	.28824	.021	-1.4706	-.0964
Satisfaction with Team	Transformational Style	Transactional Style	-.16501	.17915	.638	-.5914	.2614
		Laissez Faire Style	.77143 [*]	.24838	.007	.1802	1.3626
	Transactional Style	Transformational Style	.16501	.17915	.638	-.2614	.5914
		Laissez Faire Style	.93643 [*]	.24762	.001	.3470	1.5258
	Laissez Faire Style	Transformational Style	-.77143 [*]	.24838	.007	-1.3626	-.1802
		Transactional Style	-.93643 [*]	.24762	.001	-1.5258	-.3470

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

The Tukey Post Hoc test conducted revealed that there was no significant difference in motivation levels between transformational and transactional leadership styles, as compared to laissez-faire leadership style. Although transformational and transactional leadership styles had positive impact on motivation levels, satisfaction with job, satisfaction with leadership style, satisfaction with organisation and satisfaction with team, the differences in value were very small to indicate a statistically significant difference. The values for laissez-faire however indicated a statistically significant difference $p < 0.05$.

This shows that the difference in mean for transformational and transactional leadership style is very low compared to the mean for laissez-faire leadership for motivation and the various categories of satisfaction. It reflects that the influence for transformational and transactional leadership style on motivation and satisfaction are almost similar whereas laissez-faire leadership style has a much lower impact on motivation and satisfaction.

From the detailed figures generated, it is revealed that transformational leadership style has the highest mean for motivation and satisfaction with job, leadership style and organisation. However, transactional leadership style has the highest mean score for satisfaction with team. Although all leadership styles had an impact on motivation and satisfaction, transformational leadership style has most impact on motivation and satisfaction with job, leadership style and organisation.

Table 5- Leaders Perception of Motivation and Satisfaction Given to Employees

LEADERS PERCEPTION OF MOTIVATION AND SATISFACTION GIVEN TO EMPLOYEES
Summary- Multifactor Leadership Questionnaire Self Rating

No.	Industry	Subject	Behaviour	
			Extra Effort (Motivation)	Satisfaction
1	Construction and Engineering	Interviewee 1	2.67	3
3	Telecommunications	Interviewee 2	4	4
4	Telecommunications	Interviewee 3	2.67	2.5
5	Information Technology	Interviewee 4	3.33	4
6	Information Technology	Interviewee 5	3	4
7	Oil and Gas	Interviewee 6	3.33	4
8	Oil and Gas	Interviewee 7	3.33	4
9	Hospitality	Interviewee 8	3	4
10	Hospitality	Interviewee 9	2.67	4

Table 5 displays the perceived level of motivation and satisfaction given to employees by leaders, highest score being rated as 4 using the MLQ5x form. For motivation, although organisation in the telecommunications industry reflected the highest average score of 3.34, one of the leaders has rated themselves low, with a rating of 2.67 indicating poor efforts in motivating employees. Leaders in both organisations in the information technology, and oil and gas industries perceived that they have put in consistent and more effort in motivating their employees with an average score of 3.16 and 3.33 respectively. For the category of satisfaction however, almost all leaders felt that they put in maximum effort to ensure satisfactory leadership style and working practices which is reflected through the maximum score of 4. Only two leaders from the construction and engineering, and telecommunication industry indicated that they did not ensure the application of satisfactory leadership style and satisfactory way in working with others. Based

on interviews conducted, it was noted that reassignment of employees to projects and requirement of extra working hours affected their employees' motivation and satisfaction.

RO2 seeks to determine the influence of employee motivation and satisfaction on employee engagement.

Table 6 - Influence of Employee Motivation and Satisfaction on Employee Engagement

		Correlations		
		Overall Satisfaction	Motivation Level	Overall Employee Engagement
Overall Satisfaction	Pearson Correlation	1	.711**	.832**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Motivation Level	Pearson Correlation	.711**	1	.697**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Overall Employee Engagement	Pearson Correlation	.832**	.697**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

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

Pearson's correlation test was conducted to assess the influence between overall motivation, satisfaction and employee engagement. There was a significant strong positive correlation between overall satisfaction and overall employee engagement, $r = .832$. Motivation level of employees also showed strong correlation, $r = .697$. This signifies that overall satisfaction of employees has greater influence on overall employee engagement compared to motivation.

Through qualitative responses obtained it can be concluded that all leaders were able to gauge the engagement level of their employees through productivity and commitment levels, attitude and body language. In terms of relationship all leaders claimed that they maintained good professional and social relationship with employees through formal and informal gatherings and direct communication with each team member to enhance relationship. Although all leaders were aware of their team member's feelings at the end of the workday only 89% took proactive action to show care and support by offering alternative working arrangements and resolutions. Employee's strengths have been identified by all leaders and this knowledge is used in matching of roles and improved tasks management.

For motivation and recognition, 88% of leaders specified that they praised team members on good performance to motivate and recognise employees and to ensure that this improved performance will be sustained. Nevertheless, only 55% leaders stated they utilised the organisation's internal system in recognising employees to motivate employees.

Empowerment and involvement in decision making stood out as the most common answers to what was the best method to increase employee engagement other than more common answers relating to employee engagement programmes and rewards. There was also feedback that keeping employees updated on organisation's performance and progress keeps employees engaged.

RO3 is aimed to determine the extent of influence of organisation culture on leadership style and employee engagement.

Table 7- Cross Tabulation of Leadership Style and Organisational Culture

Leadership Style * Organisational Culture Crosstabulation

			Organisational Culture					Total
			Innovative Culture	Supportive Culture	Bureaucratic Culture	Indefinite	Not Answered	
Leadership Style:	Transformational Style	Count	4	9	17	12	0	42
		% within Leadership Style	9.5%	21.4%	40.5%	28.6%	0.0%	100.0%
		% within Organisational Culture	26.7%	47.4%	50.0%	38.7%	0.0%	42.0%
		% of Total	4.0%	9.0%	17.0%	12.0%	0.0%	42.0%
	Transactional Style	Count	7	9	11	15	1	43
		% within Leadership Style	16.3%	20.9%	25.6%	34.9%	2.3%	100.0%
		% within Organisational Culture	46.7%	47.4%	32.4%	48.4%	100.0%	43.0%
		% of Total	7.0%	9.0%	11.0%	15.0%	1.0%	43.0%
	Laissez Faire Style	Count	4	1	6	4	0	15
		% within Leadership Style	26.7%	6.7%	40.0%	26.7%	0.0%	100.0%
		% within Organisational Culture	26.7%	5.3%	17.6%	12.9%	0.0%	15.0%
		% of Total	4.0%	1.0%	6.0%	4.0%	0.0%	15.0%
Total	Count	15	19	34	31	1	100	
	% within Leadership Style	15.0%	19.0%	34.0%	31.0%	1.0%	100.0%	
	% within Organisational Culture	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.0%	19.0%	34.0%	31.0%	1.0%	100.0%	

Irrelevant of leadership style, the bureaucratic organisational culture (34%) prevailed as strongest amongst all organisations. 31% of employees were indefinite about their organisational culture. Across the five industries, the supportive organisational culture was only a 19% and innovative culture a low 15%.

Table 8- Moderator analysis using linear regression

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.460 ^a	.211	.203	.674	.211	26.284	1	98	.000
2	.467 ^b	.218	.202	.675	.006	.763	1	97	.385

a. Predictors: (Constant), Leadership Style

b. Predictors: (Constant), Leadership Style, Organisational Culture

c. Dependent Variable: Overall Employee Engagement

The moderator analysis in Table 8 shows that organisational culture did not influence the relationship between leadership style and employee engagement for the five organisations in this study. The percentage change in R² = 0.5% which is the percentage increase in the variation explained by the addition of the organisational culture. It can be identified that this increase is statistically insignificant ($p > 0.05$) in Table 8 from the "Sig. F Change" column.

All leader responses from the quantitative and qualitative survey did not match the quantitative responses from employees. Whilst most employees labelled their organisation as bureaucratic, 66.7% of leaders in these organisations believed that their organisation practised an innovative, supportive or a mixed innovative-supportive culture. During interviews, no leaders made any reference to bureaucratic culture in their organisations. On the contrary, a high percentage of leaders (33.3%) were unable to define their organisational culture.

57% of leaders expressed that culture serves as a guideline for everyone in the organisation to follow and 29% of leaders clarified that its sets an ethical way of getting things done. On the

contrary, 14% of responses received claimed that culture displayed by organisation is different from what is practised internally by the organisation.

Taking a curious snapshot of the study, it shows that transactional leadership style is a prominent leadership style, followed by transformational style, across the five industries specified in this research. Through interviews conducted, feedback was gained from leaders that leadership style is influenced by factors such as organisation's situation, tasks in organisation and employees' seniority, capabilities, diversity, level of empowerment practised and guidance required by employees. It can be concluded that although employees rated transactional leadership is practised by their leaders, the possibility of a mix between transformational and transactional style is high as leaders have commented that they have had to change their leadership style based on influencing factors. Hermann and Felfe (2012) indicated in their studies that different leadership styles and might produce different effects. Hence, leaders might have applied a combination of styles to achieve a desired outcome. This action corresponds to the characteristic of transformational leaders who are proactive, shapes and create circumstances (Avolio & Bass 1988).

Employees with transformational leadership have the highest satisfaction levels with their job, leadership style and organisation. However, for satisfaction with team, employees with transactional leaders were found to be more satisfied with their team than of employees with transformational leadership due to team effectiveness under transactional leadership (Yavirach 2015) which offers contingent reward in terms of achievement of individual and team's goals which enhances the team's effort and indirectly building teams' relationship to achieve the set goal in exchange for rewards.

Although the laissez-faire leadership style projected lowest scores for all categories of motivation and satisfaction, it should be noted that within the scores of laissez-faire leadership style, the highest score was for satisfaction with job and team. It can be deduced that for project related industries such as information technology, telecommunications and construction and engineering services, laissez-faire seemed to be common style of leadership where experts are hired to perform specific specialised tasks within a project and are involved in multiple projects at the same time. Laissez-faire leaders have high level of job satisfaction compared to other categories of satisfaction as they are specialists in their field and enjoy the benefit of being the sole decision maker in areas concerning their scope of work (Gill 2016). This leadership style is an approach towards empowerment of employees, to be able to maximise the use of employees' capabilities to satisfy and fulfil the expectations of customer and organisation. Empowerment and autonomy in decision making as has been suggested by most leaders as a way of achieving higher employee engagement through giving employees a sense of control which inevitably leads to increased satisfaction levels (Beardwell & Holden 2001). In synchronisation with the employees' response, leaders stated that not enough attention was paid to increasing employee motivation but the scores for level of motivation was moderate as transformational leadership style has been proven to have a positive influence on motivation (Bronkhorst, Steijn & Vermeeren 2015; Newland et al. 2015; Kim & Yoon 2015). Webb (2007) indicated that motivation levels can be elevated with a combined leadership styles. Specific organisational culture does play an essential role in shaping and influencing motivation- a bureaucratic culture can reduce the motivation levels of employees compared to a high performing culture (McGregor & Doshi 2015) which could result in lowered motivation levels as in this research. In comparison to this research and based on studies conducted by Nohria, Groysberg and Eling-Lee (2008), the three out of four basic human drives which are to bond, comprehend and to defend have already been fulfilled by most leaders

in this study, except for control over contingent reward. If leaders are able to make employees understand their limited control over rewards system then, they are able to gain success in motivating their team.

Leaders on the contrary focused more on employee satisfaction by ensuring that they maintained satisfactory working practices for employees. It can be deduced that leaders felt employees will be motivated if they are satisfied with leadership style and work practices. Satisfied employees who are more engaged compared to employees who are motivated. It can be inferred that motivated employees do not solely lie with satisfied or fulfilled employees' needs. Comparatively, satisfied employees are more engaged as their expectations in areas of job, leader, team and organisation are met. All leaders stated that they have good relationship and maintain formal and informal communication with employees, which implies that leaders project the qualities of participative leadership style- transformational and transactional, which has a direct effect on satisfaction, leading to increased levels of engagement. Most leaders suggested that empowerment and decision making will have a significant positive impact on employee engagement.

Organisation culture does not impact the relationship between leadership style and employee engagement. In all the five organisations studied in this research, bureaucratic culture prevailed as the strongest organisational culture. It can be concluded that this is due to the deep rooted power distance culture in Malaysia (Hofstede 2017) and the presence of strong unit culture influenced by leaders in the organisations. This is reflected clearly in the responses from employees which reflects that although a specific leadership style is more closely related to a particular culture, it does not link the leadership style to that culture in this research as power distance culture is high in Malaysia, indicating a very strong bureaucratic culture. This validates the claim by Bloor and Dawson (1994) that subculture or unit culture in organisations are more dominant than main organisational culture and has bigger impact on employees, in contrast to outcomes of researches from Schein (1992), Buble (2012) and Giritli et al. (2013) that have asserted that organisational culture has an influence on leadership style.

All leaders claimed to be a transformational leader in their self-assessment. To add high number of employees were uncertain about their organisational culture, indicative of a mixture of two or more cultures practised within the organisations. It can be reasoned that this numbers could indicate a "mixed" culture originated from the contextual impact of the organisation, the country, leaders and the team members.

The perception on bureaucratic organisation needs to be critically discussed due to its importance in this research. The myth on bureaucracy as an unhealthy culture has to be cleared as there are benefits to this culture. Mintzberg (1979) identified two forms of bureaucracy which are (a) machine bureaucracy which refers to the standardisation of technical work processes where decisions are more centralised. The main goal in this category of bureaucracy is to achieve internal operational efficiency (Lunenburg 2012); and (b) professional bureaucracy which refers to the standardisation of skills as a method to coordinate operations, with a decentralisation practised to provide autonomy to highly trained professionals. Professional bureaucracy is used in industries requiring innovation and high quality services being delivered (Lunenburg 2012).

A bureaucratic organisational culture is conducive where legal requirements and enforcement are required to be met (Olsen 2006). The construction and engineering services, information technology, telecommunication, oil and gas and hospitality industries analysed falls

into these two categories of bureaucracy which requires certain level of standardisation, efficiency and legal requirements to be met in their operations.

Conclusion

The findings indicate that transactional style is a prominent leadership style in Malaysia followed closely by transformational leadership style (Marmaya et. al 2011; Nasir et al. 2014). Although transactional leadership is stated to be practised by leaders, the possibility of a mix between transformational and transactional style is high as leaders have had to change their leadership style based on factors such as organisation's situation, tasks in organisation and employees' seniority, capabilities, diversity, level of empowerment practised and guidance required by employees.

Employees with transformational leadership had the highest satisfaction levels with their job, leadership style and organisation (Bass 1985a; Hater & Bass 1988; Asrar-ul-Haqa & Kuchinke 2016). However, for satisfaction with team, employees with transactional leaders were more satisfied with their team than of employees with transformational leadership due to team effectiveness under transactional leadership (Yavirach 2015) which offers contingent reward in terms of achievement of individual and team's goals.

Notwithstanding the lesser attention paid to increasing employee motivation, the scores for level of motivation was moderate, possibly, due to the positive influence of transformational leadership style (Bronkhorst, Steijn & Vermeeren 2015; Newland et al. 2015; Kim & Yoon 2015). In addition, although organisational culture did not impact the relationship between leadership style and employee engagement, it has an impact on motivation - a bureaucratic culture reduces the motivation levels of employees compared to a high performing culture (McGregor & Doshi 2015). Nevertheless, in all the five organisations studied, bureaucratic culture prevailed as the strongest organisational culture due to the deep-rooted power distance culture in Malaysia (Hofstede 2017). There was presence of strong sub-unit culture influenced by leaders in these organisations where transformational leadership style was more prevalent despite its bureaucratic organisational culture, where legal requirements and enforcement are required to be met (Olsen 2006). The construction and engineering services, information technology, telecommunication, oil and gas and hospitality industries analysed falls into these two categories of bureaucracy which requires certain level of standardisation, efficiency and legal requirements to be met in their operations.

As with most studies, there were unavoidable limitations resulting from the time frame, which influenced the sample size and spread. The scope of findings may be limited, possibly, due to the type of organisations, tools and category of respondents selected. Nevertheless, it is hoped that this research would stimulate more researches to be conducted on the influence of leadership styles on employee engagement with culture as a moderator, with these suggestions (a) data collection period to be extended to secure a larger sample size. In addition, more local and multi-national organisations and industries be covered; (b) to enlarge scope by including the country's emergent business and political environments that influences effectiveness of leadership styles; (c) to include implications upon organisation's performance in managing employee engagement effectively. Finally, a provoking thought lingers on – the “sweet spot” or “overlapping of leadership styles” that will increase the employee engagement levels in a bureaucratic organisational culture effectively.

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