Exemplary Leadership and Employee Engagement in Commercial Banks in Nigeria

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Abstract: *This study is correlational and adopts the cross sectional survey design in assessing the relationship between exemplary leadership and employee engagement in the Nigerian banking industry. Data for the study was generated from a sample of 201 employees from the main branches of the 21 commercial banks in Port Harcourt Nigeria. Analysis concerned the demographic, primary and secondary data analysis in which frequencies and contingency tables were used to describe the data distribution. The Spearman's rank order correlation coefficient was used to ascertain the relationship between the study variables and all three hypothetical statements of null relationships between the dimensions of the predictor variable, exemplary leadership (model the way, inspiring a shared vision and enabling others to act) and the criterion variable, employee engagement was rejected given the outcome of significant associations in all three instances. The Findings show that exemplary leadership significantly impacts and enhances employee engagement within the selected banks and propels them to perform better and at optimal levels. Based on the foregoing findings, it was therefore recommended that for organizations; especially banks, to effectively commit and get their workforce engaged with regards to their jobs; it is important for them to recognize exemplary leadership as an imperative pathway to adequately enhancing and motivating their workforce.*

Keywords: *Exemplary leadership, employee engagement, model, inspire, enable, vision.*

1. INTRODUCTION

Organizations are constantly faced with the challenge of workers dissatisfaction, alienation and poor engagement with roles; this is as Nathan (2014) observes that poor levels of engagement and workers disenchantment with their jobs has for decades plagued most organizations wherewith performance has been below expectations and actual workers capacity. Gallup (2004) observes that 11% of most disengaged employees rated the performance and competency of their leaders as low. However, the study revealed that although they felt disengaged as a result of managerial personalities and actions, they still held the organization in high regard. Frank et al (2004) suggested that engaging employees is "one of the greatest challenges facing organizations in this decade and beyond," (Wildermuth & Pauken, 2008). Employee disengagement is still a common problem in banks today, and it significantly affects bottom-line profit level (Nathan, 2014). According to Gallup (1993) disengaged and unproductive workers are costing U.S businesses over $300 billion annually. Literature and academic research have posited positive correlations between employee engagement and organizational performance particularly with banks (Nathan, 2014). Furthermore, the ability to increase performance ultimately is a function of the quality of leadership that exists in an organization (Marquard, 2010).

According to Parris and Peachey (2013), there is a growing perception that leaders have become self-centered; as a result, many banks "are seeking a viable leadership theory to help resolve the challenges of the twenty-first century". Exemplary leadership may be the answer, especially when recent literature theory "is applicable in a variety of cultures, contexts, and organizational settings" (Parris & Peachey, 2013). Exemplary leadership is a typical leadership model for many business leaders both in theory and in application. If today's business leaders adopt the model and "get it right," they can be promoted to a level of greatness that may very well engage today's disengaged labour force and increase their productivity (Udani & Lorenzo-Molo, 2013). According to Choudhary et al. (2013), if an organization is expecting to get maximum output from workers, a good leadership is essential. With this in mind, this study focuses on a particular ethical leadership style that has grown in popularity in recent years, and its effect on employee engagement: that style is exemplary (servant) leadership. Hence, this study attempts to examine the relationship that exists between exemplary leadership and employee engagement in selected banks in Port Harcourt.
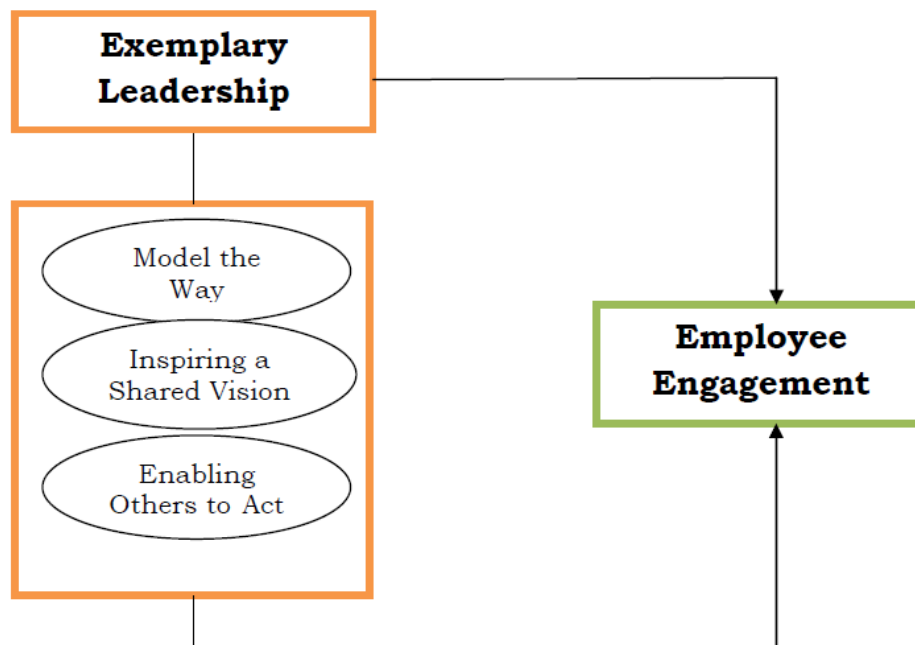
Source: Researcher's Conceptualization

Figure1. *Operational Framework of Exemplary Leadership and Employee Engagement*

1.1. Research Questions

For the purpose of this research to be achieved the following research questions was asked:

i.   What is the relationship between Model the Way and Employee Engagement?

ii. What is the relationship between Inspiring a Shared Vision and Employee Engagement?

iii. What is the relationship between Enabling Others to Act and Employee Engagement?

2. RELATED LITERATURE

2.1. Exemplary Leadership

According to Nathan (2014), the proponent of exemplary leadership or as sometimes referred to servant-leadership as Robert K. Greenleaf coined the term in 1970, can be described as the exemplary-leader who is first considered as the servant. It begins with the natural feeling that one wants to serve then the conscious choice that brings one to aspire to lead (Finley, 2012). Exemplary-leaders put the needs of the followers first, the needs of the business second, and third, their own needs (Jones, 2011). According to Boone and Makhani (2012), exemplary-leaders require five necessary attitudes: 1) being vision oriented; 2) listening well; 3) a strong commitment to their staff's success; 4) a willingness to give away their power; and 5) a focus on community. Jone's (2012) research posited that a culture founded upon exemplary-leadership leads to increased productivity, profits, decreased turnover, and increases in overall employee engagement. Exemplary-leadership is different from many other leadership styles (Nathan, 2014).

In the past, great leaders have been viewed as those individuals who create, articulate, and craft a shared vision that ultimately guides their organizations into new directions (Parris & Peachey, 2008). Exemplary-leadership is more employee-centric – it is achieving organizational success through people, not strategic vision (Nathan, 2014). It is focusing on helping others within the organization reach their full potential, not on obtaining monetary gain (Nathan, 2014). Exemplary leadership "can work best with companies that have already identified the crucial significance of business ethics and ethical leadership, but simply need an authentic and workable model that has achieved results" (Udani & Lorenzo-Molo, 2013).

2.1.1. Modeling the Way

Every good leader leads by example not by precepts. Their behaviour, attitudes and actions is a reflection of their beliefs and purposes (Kouzes & Posner, 2002). Modeling the Way starts with the clarification of personal values and entails building and affirming shared values that all can accept

steps (Kouzes & Posner, 2002). They are clear about their beliefs and understand that respect is earned by acting consistent with their beliefs. They practice what they preach. They focus on key priorities by making plans and breaking down big projects into achievable steps (Kouzes & Posner, 2002).

2.1.2. Inspiring a Shared Vision

Effective leaders inspire a shared vision by breathing life into the hopes and dreams of others. They enable them to see the exciting possibilities that tomorrow hold steps (Kouzes & Posner, 2002). Leaders get others to buy into their dreams by showing that all subordinates will be served by a common purpose. They understand people's needs and have their interest at heart (Kouzes & Posner, 2002).

2.1.3. Enabling Others to Act

Exemplary leader enlist the support of all those who are needful to get results, as well as those who are affected by the results (Kouzes & Posner, 2002). Their role is to encourage collaboration and teamwork and "make it possible for others to do good work". They understand mutual respect is what sustains extraordinary efforts. The work of leaders is making people feel strong, capable, informed, and connected. They enable others to act, not by hoarding the power they have, but by giving it away (Kouzes & Posner, 2002).

2.2. Employee Engagement

Presently, the definition of engagement still lacks universal acceptance (Kular et al., 2008), but most refer to Kahn's (1990) definition, which denotes employee engagement as "the harnessing of organization members' selves to their work roles". More recent definitions define employee engagement as an emotional and intellectual commitment to the organization (Saks, 2006) and a representation of the level of personal commitment employees are willing to make or to invest in their job (Macey and Schneider, 2008). Several others have stated that employee engagement means the amount of discretionary effort employees will exhibit in their job (Frank et al., 2004). Similar constructs to employee engagement have also been presented like "work engagement" ("a relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience or performance of work," Christian et al., 2011) and "job engagement" ("the investment of an individual's complete self into a role," Rich et al., 2010) (Laura, 2010), resulting in some initial discussion exploring the difference between work, job and, employee engagement (Christian et al., 2011).

Often times, employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; and Shaw, 2005) or the amount of discretionary effort exhibited by employees in their job (Frank *et al.,* 2004). Truss *et al* (2006) see employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990). Deducing from the denotation of engagement being role related, Saks (2006) posited that there are job engagement and organizational engagement that comprise employee engagement. These two forms of engagement were operationalized by using items that assess an employee's "psychological presence in their job and organization" (Saks, 2006). Employee engagement is a relatively new term that is widely used in the management literature (Little & Little, 2006). An extensive research among various kinds of organizations around the globe indicates that engaging employees is the fourth most important management challenge behind reducing costs, managing mergers and alliances and creating customer loyalty (Wah, 1999). As in economic life, employee engagement is gaining recognition as an important psychological construct in the academic community (Wefald, & Downey, 2009). According to Avery, Wilson and McKay (2007) 'a number of authors have demonstrated engagement to be an important variable of interest to organizations. In a meta-analysis, Harter et al. (2002) suggest that engagement has a positive influence on customer satisfaction, productivity and profit. Engagement is negatively related to employee turnover, absenteeism and shrinkage (Harter, Schmidt, Killham, & Asplund, 2006).

Engagement, as a concept, was first introduced by Kahn in 1990. Kahn (1990) defines personal engagement as the harnessing of organization members' selves to their work roles; in engagement people employ and express themselves physically, cognitively and emotionally during role performances.' On the contrary, people who are not able to express their selves in their work role, tend to be disengaged and withhold effort (Laura, 2010). Ten years ago, scholars in the field of work

and organizational psychology increasingly paid attention to work engagement (van den Broek et al., 2008). They consider engagement to be the positive antipode of burnout (González-Roma, Schaufeli, Bakker & Lloret, 2006). A well-known definition is the one of Schaufeli, Salanova, González-Roma and Bakker (2002) who state that 'engagement is a positive, fulfilling state of mind that is characterized by vigor, dedication and absorption'.

Engagement refers to a persistent affective-motivational state. As a result engagement is not related to a particular event (Salanova & Schaufeli, 2008). The first dimension vigor 'is characterized by high levels of energy and mental resilience while working, the willingness to invest efforts in one's work, and persistence even in the face of difficulties' (Salanova & Schaufeli, 2008). Dedication, the second dimension, refers to a strong identification with a job and 'is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge'. Finally absorption 'is characterized by being fully concentrated and engrossed in one's job, whereby time passes quickly and one has difficulties with detaching oneself from work'. Papalexandris and Galanaki (2008) opine that engagement as defined by Schaufeli et al. (2002) shows the composite state of commitment, effectiveness, motivation and satisfaction (Laura, 2010). According to Macey and Schneider (2008) those aspects of the concepts job satisfaction, organizational commitment and job involvement that are connoting affect and feelings of energy are relevant for engagement (Laura, 2010; Okpu & Kpakol, 2015). Although scientific research has proven there is some overlap between engagement and the concepts of job satisfaction, organizational commitment and job involvement, there is still discussion about the extent to which they are related (Wefald and Downey, 2009).

Employee engagement has been receiving a lot of attention (Laura, 2010). Welbourne said it's one of the "hottest topics in management" (as cited in Wildermuth & Pauken, 2008). William Kahn defined it as "the harnessing of organization members' selves to their work roles," (Wildermuth & Pauken, 2008). The term "engagement" finds its roots in role theory (Wildermuth & Pauken, 2008). It is highly associated with employee motivation and commitment in the workplace (Laura, 2010). In fact, the term "citizenship behavior" was largely used in the later part of the twentieth century (Marquard, 2010). According to Watson Wyatt Worldwide, "engagement occurs when employees are motivated to help the company succeed (commitment) and know what to do to make it successful (line of sight)" (Marquard, 2010). While many focus on the positive impact that employee engagement has on organizational performance, employees benefit as well (Laura, 2010). Loehr suggested that engagement benefits include increased enthusiasm, greater value to their employer, health improvements, and overall happiness (Wildermuth & Pauken, 2008). Here's the unfortunate thing: despite the benefits of engagement, among all currently employed U.S. workers, only 25 percent are engaged in their work, 50 percent are not engaged, and 15 percent are actively disengaged, (Wildermuth & Pauken 2008). Let us face the facts; the numbers are alarming. Armache (2013) suggests that companies have a responsibility to foster work environments that give employees the opportunity to act in empowered ways and ultimately reach their full potential. The numbers suggest that today's organizations are falling short. In order for team members to be actively engaged in their work, and perform at peak levels of productivity, there must be a high degree of intrinsic motivation driving their behavior (Laura, 2010).

2.3. Relationship between Model the Way and Employee Engagement

In today's dynamic business environment, it is imperative that organizations get the greatest amount of productivity from a loyal workforce. For the past half-century researchers have collected mounting empirical evidence linking exemplary leadership and employee engagement (Marquard, 2010). According to Kouzes & Posner (2002), every good leader leads by example not by precepts. Their behaviour, attitudes and actions is a reflection of their beliefs and purposes. Modeling the Way starts with the clarification of personal values and entails building and affirming shared values that all can accept steps (Kouzes & Posner, 2002). Modeling the Way leaders have positive correlation employee vigour. The reason is they practice what they preach. They focus on key priorities by making plans and breaking down big projects into achievable steps (Kouzes & Posner, 2002).

Today's business leaders are beginning to understand the importance that leadership has on engagement and workplace productivity. A large factor in driving this is the understanding that leaders must "nurture the commitment and goodwill of the employee population," (Marquard, 2010). Fortunately, exemplary-leadership has had significant increases in popularity in recent years. Many organizations are beginning to view it as a promising solution for leaders to be more efficient,

principled, and employee-focused (Jones, 2011). With that being said, when organizations are considering implementing and developing a exemplary -leadership culture in an effort to improve employee engagement and workplace productivity, the strategy must have complete buy-in from the executive suite and upper-level management. Researches (Jones, 2011; Marquard, 2010; Kular et al, 2008) have shown that leaders that lead by example and not by precepts and practice what they preach influence their subordinates positively. This means that there is a positive relationship between Model the Way as a dimension of exemplary leadership style and Employee Dedication as a measure of employee engagement.

HO$_1$: There is no significant relationship between Model the Way and Employee Engagement

2.4. Relationship between Inspiring a Share Vision and Employee Engagement

There is much evidence in the literature to support the notions that inspire a share vision impact on employee vigour. Kahn (1990), for instance, argued that inspire a share vision impact on vigour to engage or disengage in their role performance, just as they shape a person's ability and willingness to be involved or committed at work. Accordingly, people would engage differently "given their experiences of their leader inspire a share vision" (Kahn 1990:718). For example, when people experience situations as unsafe, it is a matter of vigour what coping strategies they deploy, and the extent to which they engage or disengage (Portello, 1996). Inspire a share vision play a vital role in determining an employee's potential level of engagement (Robinson, 2006). The process of perception is a key factor in individual dedication. Buchanan and Huczynski (2004) define perception as "the dynamic psychological process responsible for attending to, organising and interpreting sensory data". To a large extent, perception relates to the way in which individuals make sense of their environment and interpret and respond to the events and people around them. Equally, it is important to emphasise that each individual *receives* information differently. This is because individuals do not receive information about what is happening around them passively and dispassionately or in the same way as others. According to Robinson (2006) employee dedication in an organization is largely influenced by the way the leader inspires them to make important decision that will impact on their lives and jobs. Other studies posited that there is a positive correlation between inspire a share vision and employee dedication (Portello, 1996; Kahn, 1990).

HO$_2$: There is no significant relationship between Inspiring a Shared Vision and Employee Engagement.

2.5. Relationship between Enabling others to Act and Employee Engagement

Followers give leaders positive feedback because exemplary leaders recognize contributions and celebrate accomplishments by subordinates (Kouzes & Posner, 2002). The study conducted by Kouzes & Posner (2002) using six (6) statements on the relationship that exists between enable others to act in decision making process and taking decision on important work issues and individual vigour. Each statement was cast on a five-point Likert scale, and formulated in 1999 into more robust and sensitive ten-point Likert-scale with a higher value representing greater use of the measured leadership behavior of enabling others to act (Kouzes & Posner, 2002). The outcome showed that there is a significant positive correlation.

The Towers (2003) study of engagement identified employee dedication as a core component of employee engagement. They found that employee dedication in workplace is linked to individual's personal satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organization through a leadership style that enable others to act in the organization. For example, a key element here is having a sense of personal accomplishment from one's job. The findings of Towers (2003) showed that there is a positive relationship between enable others to act and employee dedication

HO$_3$: There is no significant relationship between Enabling Others to Act and Employee Engagement.

3. METHODOLOGY

3.1. Research Design

This study employs the cross sectional survey research design. The main aim of this research is to provide an accurate and valid representation of the variables that pertain to the research questions; also, the quantitative methodology is the dominant methodology given the structure (research questions and hypotheses) and intent of the study (Baridam, 2001) The copies of questionnaire was

mainly distributed to the various employees in the main branches of the 21 commercial banks in Port Harcourt, Rivers State.

3.2. Population and Sample Size

The study covers the main branches of twenty one (21) commercial banks. The simple random sampling technique will be used to sample respondents of the study. This study was conducted at the micro (individual) level which comprised of a total of 495 staff covering both junior and senior employees of the target banks. Using the Taro Yamen 1967 sampling formula, two hundred and twenty-five (225) copies of questionnaire were distributed to the target respondents in the 21 banks. A total of 225 respondents, therefore, formed the sample size for the study (Baridam, 2001).

3.3. Operationalization of Variables

3.3.1. Exemplary Leadership

The predictor variable in this study is Exemplary Leadership. It will be assessed using three dimensions: Model the Way, Inspiring a Share Vision and Enabling Others to Act.

Model the Way: This refers to the most fundamental way in which leaders earn and sustain their credibility (Kouzes and Posner, 2002). This dimension was measured using five items of Model the Way that were adopted and modified from the literature (Kouzes & Posner, 2002). The modification was done to suit the purpose of this study.

Inspire A Share Vision: This refers to enlisting others in a common organizational vision (Kouzes and Posner, 2002). This dimension will be measured using four items adopted from (Kouzes & Posner, 2002). The modification was done to suit the purpose of this study.

Enable Others to Act: This refers to strengthening all those who can make a project to work by increasing self determination and developing competence in them (Kouzes and Posner, 2002). This dimension will be measured using five items adopted from (Kouzes & Posner, 2002).

3.4. Employee Engagement

The criterion variable in this study is Employee Engagement. Employee Engagement was measured using 9 items adopted from Kahn (1990).

The measurement scale for the variables in this study was based on a 5-point Likert scale ranging from "Strongly agree" to "Strongly disagree". Reliability statistics indicate that the 'alpha value' of all items exceeded the recommended criterion of 0.70 for scale reliability.

Table1. *Reliability analysis*

Variables		No. of Items	Alpha Value
Exemplary Leadership	Model the way	5	.811
	Inspire a shared vision	4	.754
	Enable others to act	5	.839
Employee Engagement		9	.915

Source: Data results, 2016

4. RESULTS
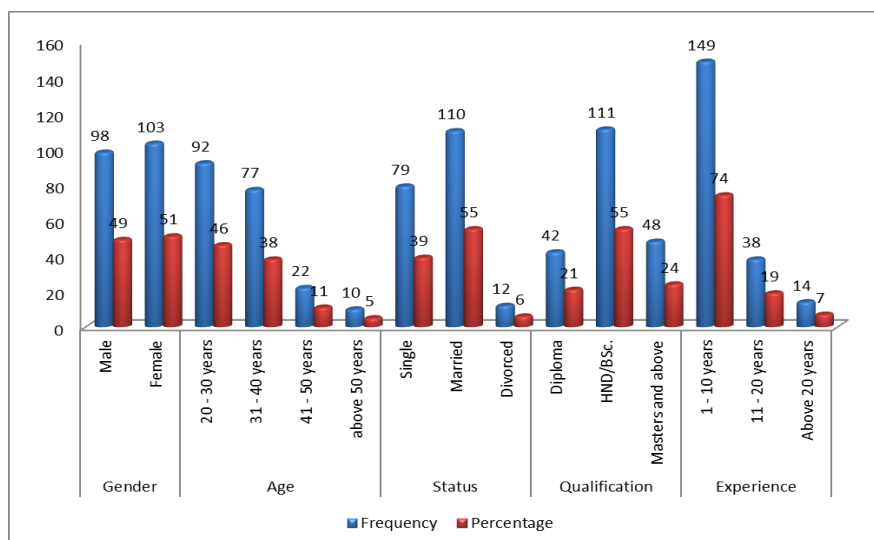
Figure2. *Demographic distribution*

Gender distribution of respondents: the data (figure 2) indicate a higher proportion of the female gender (103; 51%) make up the sample of the study relative to the male participants (98; 49%).

Age distribution of the respondents: data from the analysis (figure 2) reveals that most of the respondents are between age 20 – 30 years (92; 46%) followed by those between age 31 – 40 years (77; 38%) then those between age 41 – 50 years (22; 11%) and finally those above 50 years of age (10; 5%).

Marital status distribution of respondents: data on the items (figure 2) indicates that respondents a majority of the respondents are married (110; 55%); followed by the respondents who are still single (79; 39%) and with the least number of respondents in the divorced category (12; 6%).

Qualification distribution of respondents: data presented (figure 2) reveals that most of the respondents have obtained Higher National diplomas and first degree certificates (111; 55%) followed by those respondents who have obtained Master degree certifications and other forms of post graduate degrees (48; 24%); then followed by those with Diploma certifications (42; 21%).

Work experience distribution of respondents: the analysis of the data (figure 2) reveals a high number of the respondents have working experiences with their banks spanning between 1 – 10 years (149; 74%); followed by those who have working experience spanning between 11 – 20 years (38; 19%); and with the least number of respondents having working experiences of above 20 years (14; 7%).

Table2. *Descriptive statistics on the variables*

	N	Minimum	Maximum	Mean	Std. Deviation
Engagement	201	1.00	4.90	3.8886	.84300
Leadership	201	1.28	5.00	3.8478	.67598
Valid N (listwise)	201				

Source: Data output, 2015

Data (Table 2) indicates a high rate of affirmative response with regards to the respondents experiences and observations of all three variables of the study; the criterion – **employee engagement** has the highest mean score (x = 3.8886); followed by the predictor variable – exemplary leadership style (x = 3.8478).

Table3. *Hypotheses testing*

			Engagement	Model	Inspire	Enable
Spearman's rho	Engagement	Correlation Coefficient	1.000	.323[**]	.739[**]	.281[**]
		Sig. (2-tailed)	.	.000	.000	.000
		N	201	201	201	201
	Model	Correlation Coefficient	.323[**]	1.000	.506[**]	.947[**]
		Sig. (2-tailed)	.000	.	.000	.000
		N	201	201	201	201
	Inspire	Correlation Coefficient	.739[**]	.506[**]	1.000	.489[**]
		Sig. (2-tailed)	.000	.000	.	.000
		N	201	201	201	201
	Enable	Correlation Coefficient	.281[**]	.947[**]	.489[**]	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	201	201	201	201

Where Engagement = employee engagement; model = model the way; enable = enabling others to act; inspire = inspiring a shared vision; **Source:** Data results, 2016

Table 3 illustrates the tests for the hypothetical statements of null significant associations between the study variables with model the way and employee engagement (rho = .323; p < 0.05); inspiring a shared vision and employee engagement (rho = .739; p < 0.05); and enabling others to act and employee engagement (rho = .281; p < 0.05). The results indicate significant levels of correlation in all three instances, hence a rejection of the three (HO$_1$, HO$_2$, HO$_3$) previously stated null hypotheses.

4.1. Discussion of the Results

The study investigated the relationship between exemplary leadership and employee engagement of commercial banks in Nigeria, with an accessible population restricted to bank head-quarters in Rivers State. A total of 201 participants were successfully accessed for data generation and analysis. The

results revealed significant associations between all three dimensions of the predictor variable - exemplary leadership (model the way, inspiring a shared vision and enabling others to act) and the measures of the criterion – employee criterion (employee vigour and employee dedication). The results imply that outcomes of engagement such as enthusiasm, commitment, attachment and responsibility (Papalexandris and Galanaki, 2008; Wefald and Downey, 2009) can be attributed to expressions and practices of exemplary leadership within organization; this corroborates the argument of Robinson (2006) who opined that employee engagement factors such as dedication is to a great extent influenced by the examples put forward by the leader which inspires the subordinates to act responsibly. Furthermore, studies such as Jones (2011) and Kular et al, (2008) assert that exemplary leadership significantly and positively affect employee attitudes and engagement levels as precepts laid are most often emulated by subordinates within the organization.

5. CONCLUSIONS OF THE STUDY

In conclusion the study asserts that exemplary leadership through its dimensions – model the way; inspire a shared vision and enable others to act, significantly influences employee engagement; thus bringing about enhanced employee involvement, vigour and dedication. The implications of these findings are as follows:

5.1. Theoretical Implications

The findings suggest that employee engagement as a concept can be understood with regards to the social exchange theory which according to Okpu (2012) identifies behavioural tendencies within the workplace as outcomes of various external factors which constantly impinge on intentions. Okpu and kpakol (2015) further opined that attitudes and actions within the workplace are reciprocated and simply mirror perceived behaviour which in this case can be considered as emanating from leadership. This argument supports theories of relatedness as put forward by Ryan and Deci, (2002) in which actions are considered consequences of an associated need for understanding, cooperation and recognition. This is as other studies assert that employee' perceptions of the autonomy support of their leaders and managers to a large extent will influence their satisfaction of intrinsic desires and need for competence, autonomy, and relatedness, thus affecting work performance and adjustment (Baard et al., 2004).

5.2. Practical implications

Evidence from the findings of the study can be used to support analytical approaches to dealing with factors and issues related to poor employee engagement, employee alienation and leader-subordinate rift within the organization. The result of the analysis emphasizes on the application of effective leader models and cultural values as a path to enhancing employee perceptions of trust, vision, hope and collaboration; thus affecting engagement levels within the workplace; furthermore, when managerial actions and decisions are structured within effective organizational cultural systems premised on concepts such as justice, ethics and morality; there is every tendency that employees will reciprocate in a similar manner through confidence in the system, appreciation of existing structures and authority figures, commitment to the job, and engagement.

5.3. Recommendations

Based on the summary and conclusions of the study; the following recommendations are put forward:

- That for leadership to be considered effective as regards employee engagement; managers should endeavour to express actions aimed at presenting them as suitable models worthy of imitation and reference as this has been revealed to significantly affect employee involvement, vigour, dedication and contentment.

- That leadership should endeavour to inspire through shared values, vision and aspirations which are premised on cordial and mutuality accepted principles; effort should be made to inculcate in subordinates a shared appreciation of the goals and objectives of the organization through value systems as well as clear and consistent precepts.

- That managers endeavour to recognize and appreciate subordinates through involvement and delegation of power and responsibility; hence expressing trust and believe in their actions and further promoting collaboration and enthusiasm towards work which can be identified with by all interested members of the organization.

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