

INTELLECTUAL STIMULATION AND EMPLOYEES' ENGAGEMENT OF THE MANUFACTURING COMPANIES IN NIGERIA

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ABSTRACT

This study seeks to determine the association between intellectual stimulation and employee engagement in manufacturing companies in Nigeria. In a bit to determine or measure the level of employee engagement, the study use vigor, dedication and absorption as indicators of employee engagement. The study adopted a cross sectional survey method. The study population is one hundred and seventy-eight (178) employees of the manufacturing companies in Nigeria. The sample size of the study was determined by Krejcie and Morgan (1970) sample determination table, the sample size is one hundred and twenty-three (123) employees that were randomly selected. Data was obtained using questionnaire as the research instrument, three (3) hypotheses were stated and tested. The inferential and descriptive statistical tools were used in the analysis of data for the study. The Pearson Product Moment Correlation Coefficient analytical technique (r) was utilized to test the relationship between intellectual stimulation and employee engagement in the manufacturing companies. The stated hypotheses were tested at 1% level of significance. The internal validity and reliability of the research instrument was tested using Cronbach Alpha Coefficient and the test-re-test method of analysis and only items that have an alpha reading of 0.60 and above were considered. The study found that intellectual stimulation relate significantly with employee's engagement. Based on the conclusions we hereby recommend that; the findings from the study would be of immense help to the manufacturing companies' decision makers who sought to enhance the quality of employee engagement in order to keep them well motivated.

KEYWORDS: Intellectual Stimulation, Employees' Engagement, Vigor, Dedication.

INTRODUCTION

Worker commitment has produced a lot of enthusiasm for late years as a generally utilized term in organisations and manufacturing firms (May et al, 2012). Much empirical proof focuses to the way that there

is an immediate linkage between employees' commitment and job satisfaction (Melvin, 2011; Johnson & Maduabuchi 2018) and therefore managers' execution. Worker commitment has been described as an

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unmistakable and exceptional construct that comprises of psychological, passionate, and conduct parts related with individual job performance (Jackson, 2012). Engaged employees or representatives frequently show a profound, positive passionate association with their work and are probably going to show some levels of commitment and mental assimilation in their work.

Thus, the challenge in recent times is that, working together in Nigeria has turned out to be increasingly hard for managers of organisations. This is on the grounds that the country is as of now encountering financial difficulties, and at such time one of the manners in which bosses guarantees benefit is by keeping up lean staff, pay cut without decrease in the size of representative's duties, and so forth. The effect of this on the representative could result into stress, a negative mental state (Akpotu & Jasmine, 2016). This makes worker's attitudes and commitment for the work wears out showing absence of inspiration.

These issues bring to fore the emphasis on effective management style. According to Mintzberg (1979) one of the roles of a manager is leadership. Leadership as a role of a manager presents the manager as a motivator and someone who enhances the culture of an organisation (Mintzberg 1979). This leads us to the effect of the leadership style of a manager on employee engagement. The transformational leader as against the transactional leader have been proposed by Avolio, Bass & Lung (1999) as being charismatic and influential in their ability to make employees do more than what was expected of them at work. Likewise, Seltzer & Bass (1990) asserted that transformational leaders command by inspiring and encouraging their subordinates to use novel methods to solve problems. Several adjectives have also been used in workplace literature to describe transformational leaders, such as charismatic, powerful, influential, trustworthy, confident,

inspirational, motivating, exciting, world-class, and considerate (Bass, Avolio & Goodheim, 1987; Bass, 1985). It is on this premise that this research examined the extent to which intellectual stimulation contribute to the motivation of employees in the manufacturing companies in Nigeria.

It is worthwhile to note that employers and employees bear the burden of the state of the country's economy. Which as lead to many employees losing their jobs thereby putting pressure on the labour-force. The cost of living is relatively high as the value of the naira plummets. While those who still have their job experience some levels of unfavorable work environment and issues like reduced pay on huge task with very high performance expectation from the management of the organisation. This situation therefore creates lack of motivation amongst employees who are expected to meet other demands like family and other recreational activities that would enhanced their attitudinal disposition towards work.

It is within this backdrop that it becomes highly imperative to consider a viable leadership style of managers as one of the ways of stimulating employee's enthusiasm towards work in order to attain organisational set goals, while other motivating factors (rewards, incentives etc.) remain constant. There have been multiple empirical stands on the factors that enhanced employee engagement like strong leadership, accountability, autonomy, sense of control and opportunities for development (Jackson et al, 2014).

THE FOLLOWING HYPOTHESES ARE FORMULATED TO GUIDE THE STUDY

H₀₁: There is no significant relationship between intellectual stimulation and employee vigor in the manufacturing companies in Nigerian.

Ho₂: There is no significant relationship between intellectual stimulation and employee dedication in the manufacturing companies in Nigerian.

Ho₃: There is no significant relationship between intellectual stimulation and employee absorption in the manufacturing companies in Nigerian

LITERATURE REVIEW

The transformational leadership items of the MLQ developed by Bass & Avolio (1999) consisted of four subscales, namely, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence was defined as the ability of the leader to garner the admiration, respect and trust of their subordinates. Inspirational motivation was defined as the ability of the leaders to motivate subordinates to stretch themselves to reach lofty goals by stimulating their imagination and strengthening their optimistic mindset. Intellectual stimulation is defined as the ability of leaders to help their subordinates approach issues with fresh perspective and without fearing any negative consequences of sharing their ideas openly. And, individualized consideration was defined as the ability of the leader to play a mentoring role with followers and to help them realize their untapped potential (Johnson et al, 2017; 2018). Jaja (1995) also argued that transformational leaders were not only to be found at the highest echelon of organisations, but were present at all managerial levels in the workplace and across different industries - a claim that was also supported in subsequent.

Modern day organisations are in a constant state of flux and often experience large scale change; hence the guidance of visionary leadership is vital to the success of any organisation. According to Jones & Harter (2005), "engagement leads to human benefits for the individual experiencing it, and since supervisors are most likely to have daily

contact and influence over the subordinate, they are also most important to the discussion of leadership because of their ability to influence employees to stay motivated and engaged at work. Furthermore, "there is a widespread bias to perceive leaders as causal agents who shape events, rather than as being shaped by them" (Dvir Shamir, et al 2003).

Miles (2001) believed that it was the responsibility of management to keep employees engaged. He also described employees as being potential "superchargers" in their ability to demonstrate high levels of engagement at work, and in their ability to go beyond their call of duty to meet organisational goals when directed by a transformational leader. Bass (1985) found that employees were more likely to devote additional effort when they reported to a transformational leader who led by influencing them and inspiring their trust. Berson & Avolio (2004), and Bass (1999) postulated that managers who adopted transformational leadership qualities in the way they lead their organisations were likely to be seen as more effective by their subordinates. Likewise, Avolio & Bass (2004) asserted that leaders who were transformational in their style of influence often engaged the whole person and helped them develop from an associate level job to a managerial/leadership position in the organisation.

Transformational leadership is related to job burnout. Hrebiniak, L. (2008) believed that transformational leadership was an antecedent in determining burnout and job satisfaction. In particular, the authors noted that the lack of transformational leadership was directly responsible for job burnout. Kinbred (2016) also held similar beliefs about the nature of the relationship between leadership and burnout, and argued that if leaders were impaired in their leadership abilities due to the excessive responsibilities they were burdened with, or because of the negative impact of stressors (or, strain) they experienced at work; they would also

be more likely to experience exhaustion, reduced commitment and consequently higher job burnout, as a result. Seltzer & Numerof (1988) found that supervisory leadership accounted for the variance in job stress, and that the more consideration a supervisor demonstrated toward their employee, the less stress the employee was likely to experience as a result. Price & Weiss (2000) reported similar findings in the field of sports research, with regard to the relationship between coaches and athletes. They asserted that when coaches felt exhausted (opposite of vigor or the high-energy characteristic of work engagement), they provided less social support and training to athletes, who in turn experienced negative attitudes, anxiety, feelings of incompetence and higher levels of stress, as a result.

INTELLECTUAL STIMULATION

Intellectual stimulation was defined as the ability of leaders to help their subordinates approach issues with fresh perspective and without fearing any negative consequences of sharing their ideas openly. Intellectual stimulation involves arousing and challenging followers' awareness of problems and their capacity to solve those problems (Bono & Judge, 2004). The leaders question assumptions and beliefs of followers and encourage them to be innovative and creative, thus approaching old problems in new ways (Barbuto, 2005). The leader empowers followers by persuading them to propose new and controversial ideas without fear of punishment or ridicule (Stone, Russell and Patterson, 2003). They impose their own ideas judiciously and certainly not at any cost (Simic, 2003).

This encourages follower initiative and independence in handling issues. The supervisor challenge to the subordinates to see problems from a different perspectives, make such workers active thinkers within the organization and consequently employees

become more involved in their organisation. Through intellectual Stimulation, the leader challenges assumptions and takes risks to solicit followers' ideas (Stone, Russel & Patterson, 2003). Leaders with this style may stimulate and encourage creativity in their followers leading to higher engagement levels.

EMPLOYEE ENGAGEMENT

The advancement of the group of information on employment commitment has been dynamic, both as far as the hypothetical improvement of the idea of work commitment, and its estimation. The headway of occupation commitment writing moved from concentrating essentially on individual commitment toward making group commitment. Miles et al, (2011) recommended that all together for gathering commitment to happen, groups would need to all things considered move from an outlook of essential commitment where people construct acknowledgment, trust and define a character to an attitude of working commitment where people effectively partake in intentional basic leadership and take responsibility for setting. In doing as such, the creators' recommended that the use of commitment in aggregate substances would be conceivable. The speculation of work commitment in the aggregate setting was significant in light of the fact that it gave the hypothetical premise to the use of research discoveries to substances, for example, associations, organisations and partnerships.

They likewise examined the energy measurement of work commitment as being hypothetically identified with the weariness measurement of occupation burnout, devotion as being hypothetically identified with pessimism, and retention as being hypothetically identified with the insufficiency measurement of stress. So also, Melvin (2015) proposed that the multidimensional aspects making up occupation stress, for example, enthusiastic weariness, were comparative in conceptualization to the absence

of vitality and exhaustion experienced by representatives, and that the depersonalization measurement of stress was much the same as sentiments of "distance, withdrawal, or negativity" (p. 500) experienced by representatives at work. Given these discoveries, for the reasons for this investigation, it is proposed that the enthusiastic fatigue measurement of burnout parallels the life measurement of commitment, depersonalization parallels assimilation and decreased individual achievement parallels dedication.

Kahn's theory on job engagement and disengagement: Kahn (1990) was one of the foremost researchers of job engagement. He suggested that there was variation in the amount that people gave of their personal selves to the work they did simply because they were likely to experience pushes and pulls, to and away from their work related tasks. He described the pushes toward being psychologically present at work, or pulls away from work (that is, being psychologically absent), as personal engagement and personal disengagement, respectively. Kahn further defined personal engagement as the physical, emotional and cognitive energy dedicated to tasks being performed, and personal disengagement as the physical, emotional and cognitive detachment of the self from tasks being executed.

Kahn also discussed the concept of job engagement in terms of the interaction between the individual self and the work role, and made the argument that when individuals respected both their sense of personal selves and their work role as being distinct, without one compromising the value of the other, it would result in personal engagement. However, he argued that when the boundaries between the personal self and the work role became indistinct and blurred, then personal disengagement would be the outcome. Kahn also emphasized the importance of assigning meaning to work as being an essential element in creating employee job engagement, a

theory that was also supported by several other researchers. Alvin (2012) postulated that when individuals actively sought meaning in the work they did by attributing value to the effort they put into achieving their goals, employee job engagement would result; Sonnentag (2003) asserted that when employees were encouraged to actively participate at work, and devote extra effort to their tasks, they were more likely to remain engaged in the job; and Gavin and Mason (2004) noted that when employees made meaningful work related contributions for the greater good of the organization, they reported being happier, healthier and more productive.

Hrebiniak, L. (2008), conceptualization of job engagement: Employee job engagement, previously discussed by researchers as a condition of positive psychology, was regarded by Hrebiniak, L. (2008) to be the opposite of burnout, a negative psychological state. Generally speaking, even though Hrebiniak, L. conceptualization of job engagement was somewhat similar to Kahn's (1990) definition of personal engagement and disengagement, the authors were able to add to the existing body of engagement research by operationalizing job engagement using the Maslach Burnout Inventory (MBI) scale that they developed in 1980.

Early researchers such as Leiter & Maslach (1988) also conceptualized stress as a psychological condition likely to be experienced exclusively by those who worked in organisations. However, in recent years, due to the influence of industrial-organisational psychological theory and research, the scope and prevalence of stress was found to be present across a variety of professional organizations. Barlett, J. E., Kortlik, J.W., & Higgins, C.C. (2001) supported this theory and found that stress, typically symptomatic of chronic stress, was likely to be as prevalent in work environment.

Similarly, Barlett, J. E., Kortlik, J.W., & Higgins,

C.C. (2001) also found that the measurement of job stress was generalizable beyond organisations. In 1996, Maslach, Jackson, and Leiter re-characterized their previously developed Maslach stress Inventory scale so that it could be used to measure stress in all types of workplaces, and not just those that were limited to providing human services.

While still maintaining that stress and job engagement should be considered as theoretically opposed, Davidson et al, (2012) asserted that work engagement and burnout did not necessarily have to be measured as polar opposites on the MBI scale. In being able to sufficiently measure employee work engagement independently from burnout, Schaufeli et al. rejected Davidson et al, (2012) theory which stated that stress and engagement should be considered as two opposite ends of the continuum on a single scale. Instead, they advocated that employee work engagement could be measured using the Utrecht Work Engagement Scale, which they had previously established as demonstrating factorial validity. In establishing the validity of the scale, the authors were able to demonstrate that each subscale of employee engagement, namely, vigor, dedication, and absorption, were independently predictive of work engagement.

Wilson et al, (2001): away from individual engagement which the previous scholars focus on, Wilson et al emphasis this time on group engagement. They suggested that in order for group engagement to occur, teams would need to collectively shift from a mindset of basic engagement where individuals build acceptance, trust and formulate an identity to a mindset of working engagement where individuals actively participate in purposeful decision making and take ownership of goal setting.

INTELLECTUAL STIMULATION AND VIGOR

According to Brannen, L. (2005), when employees

are provided with the opportunities where they are encouraged to grow and progress intellectually, it results in work engagement. Encouraging employees to grow helps employees learn new things and leads to positive emotions, which filter through the holistic organization. Hrebiniak, L. (2008), noted that transformational leaders influence followers to examine things critically and find novel solutions to workplace issues, and in doing so, encourages them to stay involved, motivated, and more positive about their work. Similarly, Brannen, L. (2005), found that the intellectual stimulation dimension of the transformational leadership scale had very strong positive relationships with the extra effort put in by subordinates. It may also be hypothesized Intellectual stimulation will be predictive of vigor.

INTELLECTUAL STIMULATION AND DEDICATION

Melvin & Kinbred (2014) portrayed an intellectually stimulating superior as one who can recognize, fathom, conceptualize, and guide subordinates about the chances and dangers confronting their organisation and its qualities, shortcomings, and near points of interest." Furthermore, they opined that in enabling subordinates to look for scholarly approaches to take care of issues, investigate circumstances, fundamentally question long held convictions/presumptions/ values, transformational leadership were really building up their adherents to look for inventive and imaginative approaches to take care of conventional issues. It might likewise be theory Intellectual stimulation will be prescient of commitment.

INTELLECTUAL STIMULATION AND ABSORPTION

Moreover, in intellectually empowering workers, Luthans et al (2012) recommended that employees would almost certainly stay independent in basic leadership, without the superiors. This hypothesis was upheld by a few

different analysts. For instance, Waterman (2000) found that subordinates who were put in jobs with critical independence/basic leadership control, experienced less work burnout. So also, and Davidson (2016) detailed comparative discoveries among supervisors and subordinate, where competitors professed to encounter less burnout when they were permitted to partake in cooperative choices and set their own objectives. It might likewise be estimated that Intellectual stimulation will be prescient of absorption.

METHODOLOGY

A cross-sectional survey design was adopted for this study. The cross-sectional design is particularly suited for research that answers questions across a variety of settings within a short span of time (Richardson et al., 2009). Bryman (2005) posits that in surveys, information

is obtained from a sample of people, usually either by interview or by a questionnaire, on a collection of variables, by means of self-report. The implication of this is that information gathered through this means has to relay how the variables being studied directly affect the respondents. The survey method is arguably well accepted and can be considered the most commonly used technique in management and social science research (Myers, 2009). With a target population of 178, using the Krejcie and Morgan (1970) sample determination table, the research sample was made up of 123 randomly selected employees. Sekaran (2003) had argued that for most studies, the appropriate sample size should be greater than 30 and less than 500. Since the sample size for this study is greater than 30 and less than 500, based on Sekaran's (2003) argument, it can be deemed appropriate for this study.

Table 1. Ronbach's Alphas of the Study Variables (N=134)

No. of Items	Variables	Alpha (α)
5	Intellectual Stimulation	0.64
4	Vigor	0.65
3	Dedication	0.67
4	Absorption	0.60

Source: SPSS Output based on 2019 field survey data

DESCRIPTIVE STATISTICS ON INTELLECTUAL STIMULATION

The results in table 2 below revealed that there are 90 cases with a 100% response rate in all four (5) items of the intellectual stimulation subscale. Intellectual stimulation items were normally distributed, with skewness scores that range from -1.394(SE = .254) to -.746(SE = 0.254) and kurtosis scores that range from -.635 (SE = .503) to 3.013 (SE = .503). It also revealed that the intellectual stimulation item with the highest mean score was C4 which is "My manager re-examines critical assumptions to question

whether they are appropriate." (4.33), with a standard deviation of .78, minimum score of 1.00, and maximum score of 5.00. The intellectual stimulation item with the lowest mean score was C5, which is, "My manager spends time teaching and coaching."(3.84), with a standard deviation of 1.30 and the minimum and the maximum scores of 1.00 and 5.00, respectively. This simply showed that respondents receive a high intellectual stimulation from their manager at work place. Below is a tabular representation of responses to the individual items in the intellectual stimulation subscale.

Table 2. Descriptive Statistics on Intellectual Stimulation Items

Intellectual Stimulation										
	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
C1	90	1	5	4.1667	0.76804	0.59	-0.905	0.254	1.8	0.503
C2	90	1	5	4.2444	0.90332	0.816	-1.35	0.254	2.173	0.503
C3	90	1	5	4.1222	1.03672	1.075	-0.993	0.254	0.054	0.503
C4	90	1	5	4.3333	0.77894	0.607	-1.394	0.254	3.013	0.503
C5	90	1	5	3.8444	1.29746	1.683	-0.746	0.254	-0.635	0.503
Valid N (listwis)	90									

Source: SPSS Output based on 2019 field survey data

INTELLECTUAL STIMULATION AND VIGOR

From Hypothesis 1, there is no significant relationship between intellectual stimulation and vigor

Table 3. Correlation Matrix for the Relationship between Intellectual Stimulation and Vigor

Correlations			
		Intellectual Stimulation	Vigor
Intellectual Stimulation	Pearson Correlation	1	.144**
	Sig. (2-tailed)		.000
	N	90	90
Vigor	Pearson Correlation	.144**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

Source: SPSS Output based on 2019 field survey data

Table 4. Model Summary for the Relationship between Intellectual Stimulation and Vigor

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.144 ^a	.021	.010	2.23060

a. Predictors: (Constant), Intellectual Stimulation

The results presented in the table 3 and 4 above showed the correlation and model summary of intellectual stimulation and vigor. It revealed that intellectual stimulation was very weak and positively correlated with vigor with a correlation of $r = .144$ ($p < 0.000$). Furthermore, the result ($R^2 = .021$; $p < 0.000$) suggest that intellectual stimulation accounts for 2.1% variance in vigor. This suggests that an increase in intellectual stimulation is associated with increase in vigor. Similarly, the alternative hypothesis one (H_{A1});

"There is a positive relationship between intellectual stimulation and absorption" was accepted.

INTELLECTUAL STIMULATION AND DEDICATION

From Hypothesis 2, there is no significant relationship between intellectual stimulation and dedication

Table 5. Correlation matrix for the relationship between intellectual stimulation and dedication

Correlations		Intellectual Stimulation	Dedication
Intellectual Stimulation	Pearson Correlation	1	.376**
	Sig. (2-tailed)		.000
	N	90	90
Dedication	Pearson Correlation	.376**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

Source: SPSS Output based on 2019 field survey data

Table 6. Model Summary for the Relationship between intellectual stimulation and dedication

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.376 ^a	.142	.132	1.97845
a. Predictors: (Constant), Intellectual Stimulation				

The outcomes exhibited in the table 5 and 6 above demonstrated the relationship and model synopsis of intellectual stimulation and dedication. It established that intellectual stimulation was feeble and emphatically related with dedication with a connection of $r = .376$ ($p < 0.000$). In particular, the outcome ($R^2 = .142$; $p < 0.000$) recommend that intellectual stimulation represents 14.2% change in ingestion. This recommends an expansion in scholarly incitement is related with increase in dedication.

Thus, the alternate hypothesis two (HA2); "There is a significant relationship between inspirational motivation and absorption." was accepted.

INTELLECTUAL STIMULATION AND ABSORPTION

From Hypothesis 3, there is no significant relationship between intellectual stimulation and absorption

Table 7. Correlation matrix for the relationship between intellectual stimulation and absorption

Correlations		Intellectual Stimulation	Absorption
Intellectual Stimulation	Pearson Correlation	1	.082**
	Sig. (2-tailed)		.000
	N	90	90
Absorption	Pearson Correlation	.082**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

Table 8. Model Summary for the Relationship between intellectual stimulation and absorption

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.082 ^a	.007	-.005	2.66580
a. Predictors: (Constant), Intellectual Stimulation				

Source: SPSS Output based on 2019 field survey data

The outcomes introduced in the table 7 and 8 above demonstrated the relationship and model outline of intellectual stimulation and assimilation. It uncovered that intellectual stimulation was extremely frail and decidedly connected with retention with a relationship of $r = .082$ ($p < 0.000$). Moreover, the outcome ($R^2 = .007$; $p < 0.000$) propose that intellectual stimulation represents just 0.7% fluctuation in retention. This proposes an expansion in intellectual stimulation is related with increase in absorption. Also, the alternative hypothesis three (HA3); "There is a significant relationship between intellectual stimulation and absorption" was accepted.

DISCUSSION OF FINDINGS

The descriptive statistics as displayed in Table 2 showed that the employees in the manufacturing companies experience high intellectual stimulation from their leadership (managers or superiors). The correlation analyses stipulated in Table 3 and 4 showed that intellectual stimulation has a significant and positive relationship with employee's engagement when measured with employee's vigor, dedication and absorption ($r = .144$, $p = .000$; $r = .376$, $p = .000$, $r = .082$, $p = .000$). Particularly, with a correlation (r) value of .144, .376 and .082, the relationship between intellectual stimulation and vigor, dedication and absorption are very weak and weak. The study also revealed that the relationship between inspirational motivation and employee engagement behavior is significant at p -values of .004 and .000 respectively for all the variables which is not up to .01. This made the hypothesis (H_{A1} , H_{A2} and H_{A3}) to be accepted.

To establish the level of impact, intellectual stimulation was regressed on vigor, dedication and absorption. The aftereffect of the relapse as exhibited in Tables 5 and 6, uncovered R^2 estimations of .021, .142 and .007 individually. This shows intellectual stimulation anticipate

worker commitment. The investigation discovered that 1 unit increment in intellectual stimulation displayed by supervisors on representative records for a .021 unit increment in power, .142 unit increments in devotion and a .007 unit increment in retention. As such, since intellectual stimulation is emphatically identified with the three proportions of representative commitment, in this manner, any improvement in the intellectual stimulation of the superiors in the manufacturing companies will make their worker's power improve by 2.1%, worker's devotion to improve by 14.2% while their representative's retention towards their undertaking will improve by 0.7%.

In line with the above findings Anderson (2016), stress that when employees are furnished with the open doors where they are urged to develop and advance mentally, it brings about work commitment. Urging management to develop enables employees to adapt new approach and prompts positive feelings, which channel through the all encompassing organisation. Smith et al (2017) noticed that transformational leadership impact adherents to analyze things fundamentally and discover novel answers for work environment issues, and in doing as such, urges them to remain included, propelled, and progressively positive about their work. Additionally, Watson (2018) found that the intellectual stimulation measurement of the transformational authority scale had exceptionally solid positive relationship with the additional exertion put in by subordinates. Johnson et al (2018) portrayed a mentally invigorating employee as one who can perceive, fathom, conceptualize, and well-spoken to their partners the chances and dangers confronting their organisation and its qualities, shortcomings, and similar points of interest. Furthermore, they opined that in enabling supporters to look for intellectual approaches to take care of issues, examine circumstances, basically question long held convictions/ presumptions/ values,

transformational leadership were really building up their devotees to look for inventive and imaginative approaches to take care of conventional issues. Moreover, in mentally enabling employees, Johnson et al, (2018) recommended that workers would most likely stay independent in basic leadership, without the superiors.

SUMMARY/ CONCLUSION/ RECOMMENDATIONS

The study adopted a cross sectional survey design with a population of 178 in manufacturing companies in Nigeria. The study sample was 123 determined by the use of Krejcie & Morgan (1970) sample size determination table. After data cleaning, only data for 90 respondents were finally used for data analysis. Descriptive statistics were used for data presentation while the hypotheses were tested using the Spearman's rank order correlation coefficient. The content validity of our instrument was achieved using another researches vetting and approval while the internal consistency of instrument was achieved using the Cronbach Alpha coefficient with all the items being above 0.70.

The study concluded that employees are an important resources of the organisation and as such leadership styles adopted by superiors plays a pivotal roles in achieving organisational objectives.

Based on the conclusions we hereby recommend that; the findings from the study would be of immense help to the manufacturing companies' decision makers who sought to enhance the quality of employee engagement in order to keep them well motivated. This is because it provides them with an insight into the transformational leadership style required to effectively and efficiently manage their employees. It also provides them with gainful suggestions on the aspects of transformational leadership that should receive much focus. This study supports

the views Frances (2017) who explained that when individuals actively sought meaning in the work they did by attributing value to the effort they put into achieving their goals.

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