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Influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya

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ABSTRACT

Parastatals continue to experience difficulties in trying to achieve employee engagement. Consequently, governments have transitioned to the transformational leadership style to effectively achieve employee engagement. Nevertheless, it is still ambiguous whether the institution of transformational leadership style dimensions has boosted employee engagement levels in parastatals in Kenya. The objective of the study was to investigate the influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya. Also, the study sought to determine the moderating influence of employee motivation on the relationship between idealized influence and employee engagement. This study targeted the 10 parastatals within the energy sector in Kenya with a population of 315 middle-level managers. The study adopted a positivist research philosophy to examine how idealized influence influences employee engagement and data were collected using structured questionnaires. A correlational research design was conducted with the purpose of determining the strength of the relationship between parameters of idealized influence and employee engagement in parastatals in the energy sector in Kenya. The findings showed that employee engagement has a statistical significant relationship with charisma, $r(166) = 0.590$, $p < 0.01$; ethical leadership, $r(165) = 0.553$, $p < 0.01$; teamwork, $r(166) = 0.531$, $p < 0.01$. Multiple linear regression analysis revealed that employee motivation positively and significantly moderates the relationship between idealized influence and employee engagement, $R^2 = 0.405$, $F(2, 159) = 54.100$, $p < 0.05$, $\beta = 0.225$, $p < 0.05$. The study concluded that charisma, ethical leadership, teamwork, and employee motivation positively enhance employee engagement.

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Introduction

Employee engagement is a key factor for the performance and success of any organization (Burton, Chen, Li & Schultz, 2017). It refers to the positive attitude that employees hold towards their organization and work roles (Dajani, 2015). Further to this, Farndale and Murrer (2015) described engaged employees as those who harness themselves physically, cognitively, and emotionally while completing daily tasks. This means that the more engaged employees are, the more effort they will apply and the more the work they will achieve.

It is crucial to note that employee engagement continues to be a challenge for many organizations worldwide (Iqbal, Khan & Iqbal, 2012). This creates a persistent concern to business owners as they attempt to devise methods to increase employee engagement. Mark (2012) cited that most managers (84%) are disengaged in their work. Disengaged employees are very costly, given that American firms spend more than 300M USD yearly on productivity losses due to disengaged employees (Gerst, 2013). Why is employee engagement important? Research has linked employee engagement with a dearth of positive outcomes. Engaged employees are highly productive, have lower turnover intention, experience less absenteeism, are loyal to customers, offer superior services and

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are more satisfied with their work and organizations (Jose & Mampilly, 2012). Also, a report by AON Hewitt (2012) revealed that a five-point increase in employee engagement levels subsequently increases revenues by three points in the following year. According to the report, when employee engagement declines the reverse occurs.

At the end of the day, employees are solely guided by their leaders. Leaders, in general, play an important role in creating the right context for employees to become engaged (Kahn, 1990). How a leader behaves towards his followers has been shown to influence employee engagement (Popli & Rizvi, 2016). Further analysis has shown that transformational leadership positively influences employee engagement (Teymournejad & Elghaei, 2017). Idealized influence is a dimension of transformational leadership used in this study as an independent variable to examine its influence on employee engagement. Researchers assert that leaders with idealized influence place the organization above their gain, achieve high targets for their work and are role models to their followers (Conger, 2014). As a result, employees follow and obey these leaders enhancing organizational performance (Gomes, 2014).

Even though the role of idealized influence and its influence on employee engagement is frequently analyzed using transformational leadership, researchers examining the process agree that idealized influence may influence employee engagement. Soane (2014) found that idealized influence has a significant influence on employee engagement. Therefore, it is important to examine the specific influence of idealized influence on employee engagement to expound on the literature and understanding of how transformational leadership as a whole, influences employee engagement. Despite the challenges faced by organizations on employee engagement, Batista-Taran, Shuck, Gutierrez and Baralt (2013) noted that the area of transformational leadership behaviors and employee engagement has been under researched. This study aims to fill this gap.

In Kenya, parastatals in the energy sector have been plagued by poor service delivery and numerous customer complaints (Afande, 2015). According to Ogola and Nzulwa (2018) the public sector has been afflicted by poor performance hindering sustainable economic growth. The Kenyan government through the Kenya Public Investment Committee (PIC) and The Presidential Taskforce on Parastatal Reforms (PTPRs) office has been instilling transformational leadership in the parastatals with the aim of improving the services rendered, employee engagement and organizational performance (Gok, 2013). Despite this, most of the parastatals have failed to achieve their targets and their results indicate both successes and failures (GoK, 2013). During the years of 2011/12, 11 state organizations endured losses, in comparison to 12 in 2010/11 and 16 during 2009/10. These statistics are a representation of 21%, 23% and 31% respectively of all commercial oriented Government Owned Entities (PTPRs, 2013). In recent times, parastatals have been implicated in various fiscal difficulties of African states because of their incompetence, budgetary inefficiencies, losses and distribution of substandard services and products (PTPRs, 2013). These reasons prompted the need for this research, to investigate how idealized influence influences employee engagement in the energy sector in Kenya.

Although idealized influence has gained popularity in most organizations, there is limited literature from past research that has put focus on its influence on staff among state corporations (Ngaithe, K'Aol, Lewa & Ndwiga, 2016). In this paper three parameters of idealized influence namely; charisma, ethical leadership and teamwork (Bass, 1985) and their influence on employee engagement were examined. Muhammad, Yasir and Muhammad (2016) suggested that more studies are required on charismatic leadership in different geographical regions. Also, corruption in the public sector has become prevalent hindering service delivery and organizational performance (Mutangili, 2019). Many leaders have justified failure to attaining high levels of ethical standards on high unattainable work targets. Most executives affirm that they cannot achieve their set targets using legal means and have to include unethical behavior in their daily work roles to achieve success (Carucci, 2016). This has led to leaders sending contradictory messages to followers who eventually become equally unethical negatively affecting employee engagement. This study aims to demonstrate how idealized influenced leaders, by practicing ethical behaviors can influence the engagement levels of their followers. Also, Wachira (2013) recommends that further research should be conducted on employee engagement as this would provide specific details on how management can improve on organizational outcomes. This study aims to fill this gap by examining the influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya. This paper also investigated the moderating influence of employee

The following hypotheses were used in this study.

H01: Charisma has no significant influence on employee engagement in parastatals in the energy sector in Kenya.

H02: Ethical leadership has no significant influence on employee engagement in parastatals in the energy sector in Kenya.

H03: Teamwork has no significant influence on employee engagement in parastatals in the energy sector in Kenya.

H04: Employee motivation does not significantly moderate the relationship between idealized influence and employee engagement in parastatals in the energy sector in Kenya.

Literature Review

This study adopted Bass' (1985) Transformational Leadership Theory as the guiding theory. This theory was initially developed by leadership expert McGregor Burns in 1978 and further expounded by Bass in 1985. Research has described transformational leadership as a style of leadership that puts emphasis on giving employees guidance and encouragement to achieve their targets (Gabbar, Honarmand & Abdelsala, 2014). The theory posits that the personality and strength of the vision of transformational leaders

is sufficient to inspire followers to positively adjust their perceptions, motivations and expectations leading to organizational success (Izlem & Omer, 2015). This theory is grounded on the belief that leaders who administer behaviors associated with the components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) have a highly engaged, effective and proactive workforce (Hawkes, Biggs & Hegerty, 2017).

By providing idealized influence, transformational leaders demonstrate a sense of confidence and authority and are able to inspire followers to triumph over obstacles (Verissimo & Lacerda, 2015). This study hypothesized that if leaders are able to demonstrate parameters of idealized influence (charisma, ethical leadership and teamwork), the outcome will be improved employee engagement levels.

Idealized influence and employee engagement

Idealized influence is the degree to which a leader is perceived as a role model who is confident and has the ability to impact employees (Gomes, 2014). According to Hughes (2014), the idealized influence component of the transformational leader has the following characteristics instills pride in subordinates (charismatic), exceeds his self-interest for the good of the organization, presents a sense of authority and confidence and communicates the most important beliefs and values. Such leaders define the need for change, develop a vision for the future, and mobilize followers for commitment to achieve results beyond what is expected (Wagude, Ndiritu & Onyango, 2015). Studies have found a significant positive relationship between idealized influence and employee positive outcomes (Abbas, Iqbal, Waheed & Naveed, 2012). Such leaders are more than willing to sacrifice their gains for the success of the corporation. A study by Hayati, Charkabi and Naami (2014) found that idealized influence has a significantly positive relationship with employee engagement among hospital nurses. The leaders with idealized influence set high standards for employees to attain. In Nigeria, Egheosasa, Ugbo and Nkenne (2018) found that idealized influence behaviors significantly affect job satisfaction among employees of Bosso and Minna area offices of Abuja Electricity Distribution Company PLC. In Kenya, Jerobon, Kimutai and Kibet (2016) found that idealized influence significantly predicts employee performance among the Nandi County Government employees.

Literature on idealized influence leadership posits that an effective leader instills pride in subordinates (charismatic), exceeds his self-interest for the good of the organization, presents a sense of authority and confidence and communicates the most important beliefs and values (Hughes, 2014). In this regard, the current study, aims to investigate whether charisma, ethical leadership and teamwork of idealized influence can lead to employee engagement in parastatals in the energy sector in Kenya.

The characteristics that set apart charismatic leaders from their counterparts are; power and the ability to control followers (Bass, 1985). Sparks (2014) established that the main influence of charismatic leaders on followers is that they motivate their followers to contribute to the organization by providing a vision and building a participative approach with their team members. Maher (2017) found that charismatic leaders significantly and positively influence employee engagement. This is because the charismatic leaders are themselves deeply engaged and have a strong belief on the organization therefore have the ability to enhance their followers' cognitive and physical engagement. Also, followers of leaders with charisma admire them and try to emulate them (Bass & Riggio, 2006). They are proud to associate with a leader who is bold and courageous (Ritzenhöfer, Brosi & Welp, 2017).

Similarly, findings from a study by Muhammad et al. (2016) showed that indeed leaders should practice more charismatic behaviors to ensure engagement of followers. In a cascading progression, followers greatly idolize and intimately identify with the leader and also reciprocate the leader's devotion (Nawaz & Khan, 2016). In Africa, Eustace and Martins (2014) investigated how charismatic leadership influences organizational outcomes. The findings showed that this leadership style enhanced employees' self-efficacy, commitment, performance and positive attitudes which are attributes of employee engagement (Hyland, Reeves & Caputo, 2018). Further to this, Ayacko et al. (2017) contributed that charismatic leaders positively influence the staff performance within the judiciary in Kenya. The reviewed literature implies that charismatic leaders set high standards to be achieved and are exemplary role models to their followers therefore affecting them positively. On the other hand, Latif (2018) found that charismatic leaders negatively influence followers who end up being fanatics by blindly following their leaders. Also, Fragouli (2018) agreed that charismatic leaders can transform organizations positively although they pose a risk on the well being of employees and are often caught up in destructive and unethical behavior. This study examined the influence of charismatic leadership behavior on employee physical, emotional and cognitive engagement within parastatals in the energy sector in Kenya

Leaders with idealized influence possess the highest levels of moral behaviors and ethical practices. They have high standards for their work and transmit these same standards across the organization (Nawaz & Khan, 2016). The attributes of ethical leaders include inculcating pride in others for being affiliated with the leader; exceeding self-interest for the benefit of the group and exhibiting a sense of power and confidence (Avolio & Bass, 2004). With this dimension, leaders are esteemed and trusted. They have great standards for moral and ethical conducts. The leaders are principled, caring and honest leaders who are fair, just and balanced decision makers (Hegarty & Moccia, 2018). This engenders allegiance from followers. As illustrated by Burns (1978) when leaders are morally upright, their followers adopt higher moral values. Research has shown that ethical leadership style enhances positive employee outcomes (Den Hartog, 2015). The followers of ethical leaders are motivated and apply extra effort in their work because of the fair treatment, support and care provided by their leaders (Tarhan & Ahmet, 2015). A study conducted by Chughtai et al. (2015) found that leaders who are ethical have followers who are highly engaged. Similarly, findings from Zhang, Zhou and Mao

(2018) ascertained that indeed, leaders should embrace value based and ethical leadership to influence the followers' beliefs and attitudes which eventually increase their engagement and commitment to the organization. In South Africa, Engelbrecht, Heine & Mahembe (2014) carried an exploratory study to investigate the influence of ethical leadership on trust and employee engagement. A sample size of 204 respondents from various organizations was used to test the hypotheses. Most of respondents represented middle-level management (58.3%) and the retail industry (80.4%). The manufacturing sector was represented by 9.8% while 7.4% represented the financial industries. The structural equation modeling (SEM) results indicated positive relationships between trust in the leadership and employee engagement. In addition, the findings also revealed a positive relationship between ethical leadership and employee engagement and between ethical leadership and trust in the leadership. Also, Kimeto and K'Aol (2018) found that ethical leadership has a significantly positive influence on organizational commitment among commercial bank employees in Kenya. This study investigated the influence of ethical leadership on employee engagement in parastatals in the energy sector in Kenya.

Leaders with the idealized influence characteristics put emphasis on a collective operation and working together as a team. The literature reviewed by Mathews and McLees (2015) found that effective teamwork entails developing credibility and influence among team members, establishing a motivating vision and goals for the team and coordination and support among the team members. The leaders enable the followers to perceive themselves as members of a team rather than isolated beings (Tabassi, Ramli, Bakar & Pakir, 2014). Mafini and Pooe (2013) argued that higher levels of teamwork within an organization lead to higher employee motivation and engagement. Followers, who consider themselves team members, have the tendency to subscribe to group goals and values, and this encourages their commitment to work towards the greater good.

Ravikumar (2013) found that among micro, small and medium enterprises in India, leaders who encouraged teamwork had a highly engaged workforce. Working in teams improves the working environment for employees as it reduces anxiety and panic enabling the team to brainstorm and come up with the best solutions for work problems (Judge, 2017). This confirms that the importance of teamwork should not be underestimated. Aw and Ayoko (2017) found that teamwork enables followers to solve problems and make decisions which enhance their engagement. In Ghana, a study by Agarwal and Adjirackor (2016) found that teamwork enhanced employee productivity. When employees work together and succeed as a team, they form bonds that can turn into support, trust and friendship. This is human nature and it is great for an organization, since employees who like and trust each other are more likely to communicate well with each other, support and work cooperatively each other. In Kenya, Murage, K'Aol and Njenga (2017) found that CEOs who promote team potency encourage positive team attitudes and essence among team members. On the other hand, Maltarich, Kukenberger, Reilly and Mathieu (2018) noted that although teamwork is crucial in organizations, conflicts within the teams have a negative impact on the performance of employees. This calls for leaders to demonstrate the ability and skills to get employees across the whole organization to work together by identifying the factors and processes that give rise to increased team cohesiveness resulting to better outcomes.

On the other hand, Mansor, Furhaha and Tarmizi (2017) argued that there is no significant relationship between idealized influence of a leader on employee engagement among Generation Y. This study was carried out on the Generation Y population and not on parastatal employees in the energy sector in Kenya. Also, Datche and Mukulu (2015) investigated how transformational leadership affects employee engagement within the Kenyan civil service. Structured questionnaires were issued to a sample size of 252 employees from the civil service. The results showed a positive relationship between transformational leadership and employee engagement although idealized influence negatively correlated with employee engagement. In addition, a study conducted by Datche and Gachunga (2015) examined the effects of transformational leadership on employee engagement within the public service in Kenya. The findings revealed that the idealized influence of a leader is negatively related to employee engagement. These studies were both on the civil service and not on parastatals in the energy sector in Kenya and hence not concluding whether the exact results could be generalized to the parastatals in the energy sector in Kenya.

Employee motivation, idealized influence and employee engagement

Studies have demonstrated that the success of leadership styles is dependant on the strength of the moderating variables enforced (Humborstad, Nerstad & Dysvik, 2014). Further research has shown that motivation is one of the moderating variables that strengthens the effectiveness of the relationship between leadership behaviors and employee engagement (Naile & Selesho, 2014). This study examined whether employee motivation moderates the relationship between idealized influence and employee engagement. Employee motivation is a quantification of the amount of commitment, creativity and energy that a company's employees bring to their work (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014). This section reviews literature on the influence of extrinsic and intrinsic motivation on the relationship between idealized influence and employee engagement.

Extrinsic rewards refer to all categories of financial benefits, tangible services and benefits that an employee receives as part of employment relationship with the organization (Irshad, 2016). Employees are certainly closer to their organizations and perform better, when they receive healthier rewards and recognition. Sajuyigbe, Olaoye and Adeyimi (2013) agreed that for employees to be motivated to perform, financial incentives are required. Transformational leaders take strategic decisions thereby ensuring that their organizations stay competitive by providing the necessary rewards. Sharma and Krishnan (2012) found that extrinsic rewards moderated the relationship between transformational leadership style and employee engagement. This finding implied that transformational leaders enhanced employee engagement by availing extrinsic rewards. In addition, Muchiri, Cooksey and Walumbwa (2012) found that certain aspects of transformational leadership such as showing recognition to work unit members for

goal achievements may establish a foundation that later leads to positive employee outcomes. However, Khuong and Nguyen (2016) found that financial reward systems have short term motivational boosts and therefore managers should combine them with non-financial compensation for long term impact. This study examined the moderating influence of extrinsic motivation on the relationship between a dimension of transformational leadership (idealized influence) and employee engagement in parastatals in the energy sector in Kenya.

Leaders play an important role to ensure that their employees are intrinsically motivated. Gyamfi, (2014) described intrinsic motivation as a psychological force that urges employees to accomplish a task based on an aspect of nature that is conveyed under certain conditions. Recent studies have found that employees would most value a job that has aspects that are important and meaningful to them rather than extrinsic rewards (Putra, Cho & Liu, 2015). According to Putra et al. (2015) when high levels of intrinsic motivation are provided employees may lessen their need for extrinsic rewards. Jensen and Bro (2018) posit that transformational leadership style plays an important role in enhancing intrinsic motivation in organizations. Research has shown that intrinsic motivation leads to employee engagement (Yogarabindranath, 2013; van Beek, Hu & Schaufeli, 2012). Intrinsically motivated employees always deliver the best performance which, in turn, motivates them, whilst the organization enjoys the best outcomes (Sartono & Ardhani, 2015). Other researchers have also identified several transformational leadership characteristics that strongly contribute to employee engagement through intrinsic motivation. These characteristics include assigning of work roles that offer a sense of meaningfulness, a sense of achievement and a sense of growth and progress (Dabas & Pandey, 2015). The gap presented on the reviewed literature is that most of these studies were conducted abroad and do not explain the Kenyan context. These studies were also not conducted on the energy sector parastatals in Kenya.

Research and Methodology

This study adopted a positivism research philosophy and a descriptive correlational research design because the study was quantitative in nature and was aimed at testing hypothesis. The population of the study consisted of 315 middle level managers from the 10 parastatals within the energy sector in Kenya. A sample size of 176 was drawn using stratified random sampling. Following stratification, simple random sampling was applied to choose the middle level managers from each stratum depicted in the total population.

$$n = N / (1 + N(e)^2t)$$

Where n is the sample size, N is the population size and e is the level of precision

$$n = 315 / (1 + 315 (0.05)^2 \cdot 0.05) = 176 \text{ respondents}$$

The strata for petroleum comprised 26.3%, renewable energy 5.7%, electricity 64.7% and regulatory 3.2% of the target population. Stratified sampling was appropriate since the parastatals were of various categories hence they were divided into five different strata. Data was collected using self-administered questionnaires which involved Likert Scale measurements ranging from 0=strongly agree to 4=strongly disagree. The data was analyzed using inferential statistics.

Result and Discussion

This section presents results and findings of the study

Demographic information

Most of the middle managers were male (64.5%) while 35.5% were female. A majority of the respondents had worked in their organizations for more than 11 years (57.3%) while 69.9% of the respondent were above 40 years of age.

Idealized influence and employee engagement

Correlation analysis

Correlation analysis is very critical to this study as it has the ability to show the strength of the relationship between idealized influence and employee engagement. The study correlated idealized influence and employee engagement and found that all parameters of idealized influence related with employee engagement.

The study sought to determine how physical engagement, emotional engagement, cognitive engagement, employee engagement are influenced by charisma, ethical leadership, teamwork and idealized influence. From the results in Table 1, it is clearly demonstrated that physical engagement significantly correlates with charisma, $r(166) = 0.453$, $p < 0.01$; ethical leadership, $r(165) = 0.402$, $p < 0.01$; teamwork, $r(166) = 0.389$, $p < 0.01$, and idealized influence, $r(166) = 0.470$, $p < 0.01$.

Table 1: Correlations between Idealized Influence and Employee Engagement

Correlations		Charisma	Ethical leadership	Teamwork	Idealized Influence
Physical Engagement	Pearson Correlation	.453**	.402**	.389**	.470**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	166	165	165	166
Emotional Engagement	Pearson Correlation	.568**	.547**	.503**	.572**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	166	165	165	166
Cognitive Engagement	Pearson Correlation	.426**	.409**	.416**	.493**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	166	165	165	166
Employee Engagement	Pearson Correlation	.590**	.553**	.531**	.624**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	166	165	165	166

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

Source: Authors

The findings also showed that emotional engagement statistically and significantly correlates with charisma, $r(166) = 0.568$, $p < 0.01$; ethical leadership, $r(165) = 0.547$, $p < 0.01$; teamwork, $r(166) = 0.503$, $p < 0.01$. The findings revealed that cognitive engagement significantly correlates with charisma, $r(166) = 0.426$, $p < 0.01$; ethical leadership, $r(165) = 0.409$, $p < 0.01$; teamwork, $r(166) = 0.416$, $p < 0.01$, and idealized influence, $r(166) = 0.493$, $p < 0.01$. The findings also showed that employee engagement has a statistical significant relationship with charisma, $r(166) = 0.590$, $p < 0.01$; ethical leadership, $r(165) = 0.553$, $p < 0.01$; teamwork, $r(166) = 0.531$, $p < 0.01$, and idealized influence, $r(166) = 0.629$, $p < 0.01$. The findings demonstrated that employee engagement significantly correlates with idealized influence ($r = 0.624$ **, $p < 0.01$, $N = 166$). This is illustrated in Table 1. From a general point of view, the analysis revealed that there is a strong correlation between idealized influence and employee engagement among middle level managers in parastatals within the energy sector in Kenya.

Multiple linear regression analysis

Multiple linear regression analysis was conducted with the purpose of determining the level and direction of the relationship between charisma and employee engagement. This was conducted to test the following hypothesis:

H01: Charisma has no significant influence on employee engagement in parastatals in the energy sector in Kenya.

The study findings in Table 2 revealed that charisma significantly predicted employee engagement, $\beta = .304$, $t(163) = 5.096$, $p < .01$ hence the null hypothesis that charisma has no significant influence on employee engagement in parastatals in the energy sector in Kenya, was rejected.

Also, multiple linear regression analysis was carried out with the aim of determining the level and direction of the relationship between ethical leadership and employee engagement. This was conducted to test the following hypothesis:

H02: Ethical leadership has no significant influence on employee engagement in parastatals in the energy sector in Kenya.

The study findings revealed that ethical leadership significantly predicted employee engagement, $\beta = .209$, $t(163) = 2.642$, $p < .01$ hence the null hypothesis that ethical leadership has no significant influence on employee engagement in parastatals in the energy sector in Kenya, was rejected.

Table 2: Regression Analysis for Idealized Influence and Employee Engagement

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.666 ^a	.444	.434	.317		
a. Predictors: (Constant), Teamwork, Charisma, Ethical leadership, Idealized Influence						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.848	3	4.283	42.582	.000 ^b
	Residual	16.092	160	.101		
	Total	28.940	163			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Teamwork, Charisma, Ethical Leadership, Idealized Influence						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.034	.265		3.905	.000
	Charisma	.304	.060	.362	5.096	.000
	Ethical leadership	.209	.079	.214	2.642	.009
	Teamwork	.210	.074	.222	2.854	.005
	Idealized Influence	.581	.057	.624	10.230	.000
a. Dependent Variable: Employee Engagement						

Source: Authors

Based on multiple linear regression analysis, the study sought to establish the influence of teamwork on employee engagement. This was conducted to test the following hypothesis:

H03: Teamwork has no significant influence on employee engagement in parastatals in the energy sector in Kenya.

The results revealed that teamwork significantly predicted employee engagement, $\beta = .210$, $t(163) = 2.854$, $p < .01$ hence the null hypothesis that teamwork has no significant influence on employee engagement in parastatals in the energy sector in Kenya, was rejected.

Multiple linear regression was conducted with the purpose of determining the level and direction of the relationship between idealized influence and employee engagement. The findings in Table 2 showed that idealized influence explained a significant proportion of variance in employee engagement among the middle level managers in parastatals under energy sector in Kenya, $R^2 = .444$, $F(3, 160) = 42.582$, $p < .05$. This implies that 44.4% of the changes in employee engagement among middle level managers could be explained by idealized influence. The study findings revealed that idealized influence significantly predicted employee engagement, $\beta = .581$, $t(163) = 10.230$, $p < .01$.

Employee Motivation, Idealized Influence and Employee Engagement

Correlation analysis

The study determined the significance of the relationship between idealized influence, employee engagement and employee motivation. The study sought information to determine the moderating influence of employee motivation on the relationship between idealized influence and employee engagement. From the results in Table 3, it is clearly demonstrated that employee motivation correlates with idealized influence, $r(166) = 0.624$, $p < 0.01$; and employee engagement, $r(162) = 0.537$, $p < 0.01$.

Table 3: Correlations between Employee Motivation, Idealized Influence and Employee Engagement

		Employee Engagement	Idealized Influence	Employee Motivation
Employee Engagement	Pearson Correlation	1	.624**	.537**
	Sig. (2-tailed)		.000	.000
	N	166	166	162
Idealized Influence	Pearson Correlation	.624**	1	.689**
	Sig. (2-tailed)	.000		.000
	N	166	166	162
Employee Motivation	Pearson Correlation	.537**	.689**	1
	Sig. (2-tailed)	.000	.000	
	N	162	162	162

Multiple linear regression analysis

Using multiple linear regression, the study tested the moderating role of employee motivation on the relationship between idealized influence and employee engagement. This was conducted to test the following hypothesis:

H04: Employee Motivation does not significantly moderate the relationship between idealized influence and employee engagement in parastatals in the energy sector in Kenya.

The results presented in Table 4 indicate that the inclusion of motivation as a moderator in the multiple linear regression model improved the R-squared value by 2.4%. In addition, the findings showed that employee motivation significantly moderated between idealized influence and employee engagement $F(2, 159) = 54.100, p < .05$. Therefore, the null hypothesis that employee motivation does not significantly moderate the relationship between idealized influence and employee engagement in parastatals in the energy sector in Kenya was rejected.

The first objective of the study was to establish the influence of charisma on employee engagement in parastatals in the energy sector in Kenya. The study, using multiple linear regression found that when leaders are charismatic employee engagement of followers is enhanced, $R^2 = .444, F(3, 163) = 42.582, p < .01; \beta = 0.304, p < .01$. This mirrors the findings by Eustace and Martins (2014) who concluded that charismatic leaders motivate and encourage employees leading to high achievement. Similarly, Maher (2017) concluded that leaders with charisma influence employees to be more engaged. Ritzenhöfer et al. (2017) further agreed that followers admire courageous and confident leaders and try to emulate them. The findings also echo those of Muhammad et al. (2016) who concluded that to ensure employee engagement within organizations, leaders should practice charismatic leadership. Also, Ayacko et al. (2017) illustrated that charismatic leaders to enhance the performance of employees, leaders ought to embrace charismatic practices. This implies that followers admire charismatic leaders and try to emulate them. The followers view the leaders' abilities and poise with admiration and honor and strive achieve their set targets.

Further to this, the study established that ethical leadership positively and significantly influences employee engagement among middle level managers, $R^2 = .444, F(3, 163) = 42.582, p < .01; \beta = 0.209, p < .01$. The findings concur with those of Den Hartog and Belschak (2012) who agreed that ethical leadership influences the followers' beliefs and attitudes which eventually increase their commitment and engagement to the organization. Tarhan and Ahmet (2015) demonstrated that ethical leaders who treat their employees fairly and offer support have a motivated workforce. Similarly, findings by Chughtai et al. (2015) found that leaders who are ethical have followers who are highly engaged. Also, Zhang et al. (2018) concluded that to increase the commitment and engagement of employees, managers should practice ethical leadership. The findings also mirror those of Engelbrecht et al. (2014) who concluded that to enhance the engagement of middle level managers, leaders should embrace ethical practices. This implies that followers admire their ethical leaders and conform to the ethical practices laid out hence enhancing their engagement.

Table 4: Multiple Linear Regression Analysis of Employee Motivation as a Moderator

Model Summary										
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
1	.617 ^a	.381	.377		.338	.381	98.481	1	160	.000
2	.636 ^b	.405	.397		.332	.024	6.396	1	159	.012
a. Predictors: (Constant), Idealized Influence										
b. Predictors: (Constant), Idealized Influence, Motivation										
ANOVAa										
Model		Sum of Squares			Df	Mean Square		F	Sig.	
1	Regression	11.221			1	11.221		98.481	.000 ^b	
	Residual	18.231			160	.114				
	Total	29.452			161					
2	Regression	11.926			2	5.963		54.100	.000 ^c	
	Residual	17.526			159	.110				
	Total	29.452			161					
a. Dependent Variable: Employee Engagement										
b. Predictors: (Constant), Idealized Influence										
c. Predictors: (Constant), Idealized Influence, Motivation										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.			
		B	Std. Error	Beta						
1	(Constant)	1.612	.237			6.813	.000			
	Idealized Influence	.579	.058		.617	9.924	.000			
2	(Constant)	1.286	.266			4.834	.000			
	Idealized Influence	.441	.079		.470	5.572	.000			
	Motivation	.225	.089		.213	2.529	.012			
a. Dependent Variable: Employee Engagement										

Source: Authors

From the multiple linear regression analysis, the results of the study showed that teamwork in an organization positively and significantly influences employee engagement, $R^2 = .444$, $F(3, 163) = 42.582$, $p < .01$; $\beta = 0.210$, $p < .01$. The findings concur with those of Zincirkiran, Emhan and Yasar (2015) who found that leaders who encouraged teamwork within their organizations enhanced employee commitment and performance. Similarly, Mafini and Poee (2013) found that teamwork within the organization enhances commitment of employees. Aw and Ayoko (2017) also revealed that when employees are encouraged to solve problems together in teams their engagement is enhanced. The findings of this study also mirror those of Agarwal and Adjirackor (2016) who established that to enhance organizational productivity, teamwork needs to be encouraged. These findings imply that when leaders encourage followers to work together in teams, their engagement levels are enhanced. The study, using multiple linear regression found that idealized influence positively and significantly influences employee engagement among middle level managers in parastatals in the energy sector in Kenya, $R^2 = .444$, $F(3, 163) = 42.582$, $p < .01$; $\beta = 0.581$, $p < .01$. The findings echoed those of Abbas et al. (2012) and Hayati et al. (2014) who found that when leaders practice the behaviors associated with idealized influence, they generate higher levels of engagement from their followers. Similarly, Orabi (2016) concluded that managers should embrace idealized influence behaviors to enhance positive outcomes within the organization. Likewise, in Nigeria, Egheosasa et al. (2018) agreed that for employees to be satisfied with their jobs, management should practice idealized influence behaviors. Also, in Kenya, Jerobon et al. (2016) agreed that to enhance performance leaders need to embrace idealized influence behaviors. On the other hand, the findings of this study contradict with those of Mansor et al. (2017) who found that there is no correlation relationship between idealized influences of a leader on employee engagement among Generation Y Datche and Gachunga (2015) who argued that idealized influence negatively and significantly correlates with employee engagement in Kenya. The variance in findings can be attributed to the difference on the target population between the study and the current study. Hence according this study's findings, leaders who are confident, bold and possess high moral values consider themselves influential when their followers emulate them and consider them as role models. These leaders also consider it an achievement to have their followers working together in cohesive teams.

The fourth objective of this study was to examine how employee motivation moderates the relationship between idealized influence and employee engagement in parastatals under the energy sector in Kenya. The findings of the study showed that extrinsic motivation positively and significantly predicts employee engagement, $R^2 = .405$, $F(2, 159) = 54.100$, $p < .01$; $\beta = 0.225$, $p < .05$. The findings agree with those of Alvi, Khan, Ahmed and Zulfiqar (2014) who suggested that extrinsic rewards motivate, engage and retain employees. Moreover, this study found that intrinsic motivation significantly predicts employee engagement, $R^2 = .288$, $F(2, 159) = 32.150$, $p < .01$; $\beta = 0.335$, $p < .05$. The findings confirmed those of Mehmood et al. (2013) who determined that when employees receive intrinsic rewards from their jobs, they are motivated to perform beyond expectations. To sum up, this study revealed that employee motivation significantly moderates between idealized influence and employee engagement. The findings this study revealed that employee motivation significantly moderates between idealized influence and employee engagement $R^2 = .405$, $F(2, 159) = 54.100$, $p < .01$; $\beta = 0.225$, $p < .05$. This confirms the findings of Lee and Hidayat (2018) who found that intrinsic motivation moderates the relationship between transformational leadership and employee performance. The findings mirror those of Naile and Selesho (2014) noted that motivation is one of the moderating variables that strengthen the effectiveness between leadership and employee engagement. This finding implies that leaders who practice idealized influence behaviors and encourage employee motivation, have a highly engaged workforce.

Conclusions

This research concludes (i) charisma has a positive significance to the employee's engagement, (ii) ethical leadership has a positive significance to the employee's engagement, (iii) teamwork has a positive significance to the employee's engagement, and (iv) employee motivation has a positive significant moderating role between idealized influence and employee engagement.

The study recommends that the management of the parastatals within the energy sector in Kenya should be charismatic and embrace ethical practices in their organizations to improve the engagement of middle level managers. Teamwork was found to significantly enhance employee engagement hence the study recommends that the management of these parastatals should encourage employees to work together in teams. In addition, this study established that employee motivation significantly moderates the relationship between idealized influence and employee engagement in parastatals in the energy sector in Kenya. Based on these findings, it is recommended that parastatals and other organizations should invest in effective human resources management systems that systematically motivate employees to positively influence engagement levels. This study has provided knowledge on how transformational leadership behaviors associated with idealized influence, influence employee engagement. To develop this topic further, the researcher recommends that other studies should be conducted to compare the influence of idealized influence on employee engagement across different organizational hierarchical levels. This study was also limited to the energy sector parastatals in Kenya. The researcher recommends that future studies can investigate the influence of idealized influence behaviors on employee engagement in parastatals in other sectors in Kenya.

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