Research Article

Idealized Influence and Employees' Engagement in the oil Companies in Nigeria

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I N F O

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A B S T R A C T

This study seeks to establish the association between Idealized Influence and employee engagement inthe Oil companies in Nigeria. In order to determine or measure the level of employee engagement, the study adopted 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 Oil organisation under review. 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 drawn 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 Idealized Influence and employee engagement in the Oil companies. The study established that idealized influence predict employee's engagement. The study recommends that decision makers should endeavor to ensure that managers and individual heads of organisational units are properly motivated so that they will not send wrong signals to their subordinates which might in turn influence their perception about their jobs. Thus, thestudy aimed at contributing to the body of existing knowledge by indicating a strong link between idealized influence and dedication in the Oil companies in Nigeria.

Keywords: Idealized Influence, Employees' Engagement, Employee Vigor, Employee Dedication, Oil Companies

Introduction

There has been multiple empirically established literature on employees engagement which has shown its' centralities with respect to the leadership implementation of the organisation (Eketu, 2015; Jasmine & Akpatu 2016 Johnson *et al* 2017; 2018). Multiple empirical evidence points the findings that there is a direct connection between employee engagement and organisational sustainability (Johnson et al, 2018; Crawford, 2017) and thus organisational performance. Engaged employees often display a deep sense of psychological commitmentand has been shown to have a positive emotional correlation with their work (Akpotu & Jasmine 2016; Johnson *et al,* 2018).

Due to the economic dwindling status of Nigeria which has impacted negatively on the growth and sustainability of business organisations, these has caused organisation

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to maintain a sizable workforce in a bit to stay functional in doing business. The impact of this is the negative employees' disposition, a pessimistic psychological state (Maslach & Leiter, 1997). This makes employee's dynamism and enthusiasm for the work wears out indicating lack of commitment.

These issues bring to bear the prominence on Idealized Influence. 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). The leadership style of a manager on employee engagement. The transformational leadership as against the value-based leadership have been proposed by Avolio, Bass and Lung (1999) as being magnetic and compelling in their capacity to cause representatives to accomplish more than what was anticipated from them at work. In like manner, Seltzer and Bass (1990) stated that transformational leadership order by rousing and urging their subordinates to utilize novel techniques to tackle issues. A few descriptive words have additionally been utilized in work environment writing to portray transformational leadership, for example, magnetic, ground-breaking, persuasive and reliable, sure, moving, inspiring, energizing, world-class and accommodating (Bass, Avolio and Goodheim, 1987; Bass, 1985 and Murray, 2007). It is on this premise that this research examined the extent to which transformational leadership style contribute to the motivation of employees in the oil organisation.

In recent years the fluctuating economic state has given rise to employers and employees bearing the burden of the state of the nation's economy. This circumstance has led to many employees losing their jobs, which creates a mounting pressure on labour force. These become highly imperative to consider an appropriate leadership style of managers as one of the ways to stimulating employee's enthusiasm towards work in order to attain organisational goals. While other motivating factors rewards, incentives etc. remain constant. Some scholars had argued that pay is not important and that what are believed to influence employee engagement are factors like strong leadership, accountability, autonomy, sense of control and opportunities flexible work climate that enhances growth (Williams, 2016). Kenny (2017) opined that idea Idealized influence can influence organisational commitment. In line with the above this study is aimed at to examine the relationship of Idealized influence and employees' engagement in the oil companies in Nigeria.

The Following Hypotheses are Stated to Guide the Study:

Ho$_1$: There is no significant relationship between idealized influence and employee vigor in the oil companies.

Ho$_2$: There is no significant relationship between idealized influence and employee dedication in the oil companies.

Ho$_3$: There is no significant relationship between idealized influence and employee absorption in the oil companies.

Review of Related Literature

Theoretical background of Leadership

Leadership within the context of the organization consists of many magnitudes, such as values, standards, norms or issues practical in the working environment and affects employees' emotions, performance and behavior (McLarry and Jones, 2015). Research results have revealed various types or styles of leadership implemented in different organisations, cultures and working framework. Some leadersincorporate leadership styles depending on the situation or their feelings at a given moment, while others adhere to the same style regardless of the situation they have to face. Every leader is characterized by their own style, which is influenced by organisational culture and is likely to produce a management style that prevails and represents a standard of conduct for leaders who are expected to adopt (James and Robinson, 2014).

Hartog et al*., (1997)* contribution on the literature of leadership. Leaders focus on the development and training of employees that create promotion opportunities (Avolio *et al.,* 2004). The outcomes of these characteristics depend on the ability of the leader to stimulate and direct followers in order to achieve desired outcomes (Bass, 1994; Bass and Avolio, 1994; Avolio *et al.,* 2004).

On the other hand, Bass (1985) defined transactional leadership as being highly exchange oriented, meaning that employees would only receive rewards if they met a targeted outcomes. Since the principles of transactional leadership theory were based solely on the operational give-and-take relationship between leaders and followers, Bass (1985) and other researchers suggested that the theory of transactional leadership was limited in scope.

Bass, (1985) proposed a qualification among transformational and value-based leadership styles. Specifically, transformational leadership spur their subordinates to perform at a more significant level by method for rousing them, offering scholarly difficulties, focusing on individual formative needs and consequently driving subordinates to rise above their very own personal circumstance for a higher aggregate reason, crucial vision. Value-based leadership, then again, take part in a procedure of arrangement, offering subordinate's prizes in return for the accomplishment of explicit objectives and fruition of settled upon assignments. Value-based administration is portrayed by center around explicit objectives and settled upon remunerations, which are viewed as very successful, while transformational initiative means to advance subordinates' inclination of pride to be working with a particular boss, which has been appeared to apply an increase impact that is to add to the

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degrees of efficiency, fulfillment and adequacy (Bass, 1985).

Moreover, they estimated that value-based initiative didn't consider the comprehensive trade between a pioneer and supporter since it just depended on the value-based, trade arranged part of the relationship. Harter (2000) additionally made a differentiation between the two sorts of authority styles and contended that transformational initiative, more than value-based administration, would probably raise the degree of attention to representatives and rouse them to contribute well beyond what was anticipated from them at work. Throughout the years, transformational initiatives hypotheses have additionally been appeared to possess a superior situation in administration investigate (Lim and Ployhart, 2004) over value-based authority speculations. They have likewise been seen as increasingly prescient of a few key authoritative results (Seltzer and Bass, 1990).

Bass and Avolio (1999) Idealized impact was characterized as the capacity of the leaders to earn the reverence, regard and trust of their subordinates. Schulz, Greenley and Brown (1995) is of the view that transformational authority was a predecessor in deciding burnout and occupation fulfillment. In particular, the authors noted that the lack of transformational leadership was directly responsible for job burnout. Job burnout is the particular type of work-related - it is characterized by a state of emotional and physical exhaustion which also involved a sense of reduced accomplishment and loss of personal identity. Johnson,(2018) noted that when individuals within the organisation experience burnout they work with a reduced sense of optimism and this to a greater extend affect the operational outcome. Revenson & Cassel (1991) also held similar beliefs about the nature of the relationship between leadership and stress 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 burnout and that the more consideration a supervisor demonstrated toward their employee, the less burnout 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 burnout, as a result. Melvin & Kimbred (2016) found that post-conventional moral reasoning and moral identity to be positively correlated with transformational leadership, especially in relation to the application of idealized influence. Their study further established that; individual differences in moral reasoning and moral identity significantly affect leadership behavior and then it has an impact on training and selections of leadership oriented potential staff.

Idealized Influence

Waterman (2013) Sees Idealized Influence as the transformational leadership style that provides the blueprint with respect to behavior for subordinates of the organisation, it is a model where followers emulate the lifestyle of subordinate. Idealized Influence refers to behaviors like showing that benefits of the group are more important to leader than benefits of the individual. The leader demonstrates high ethical norms and becomes a role model for the subordinates (Davidson & McWilliams 2017). (Young 2001) Stress that both idealized influence and inspirational motivation of leader have a positive influence on their followers and had been found to change the focus of the subordinate from negative to a positive. In the study conducted my Melvin (2009) found a significant relationship between idealized influence and transformational leadership model, it also stressed the high significant impact between motivation and the attitudes of employees.

Employee Engagement

The evolution of the body of knowledge on job engagement has been progressive, both in terms of the theoretical development of the concept of work engagement and its measurement. The advancement of job engagement literature moved from focusing primarily on individual engagement toward creating group engagement. Lizzio and Wilson (2001) recommended that all together for bunch commitment to happen, groups would need to all things considered move from an attitude of fundamental commitment (where people facilitate acknowledgment, trust and detail a personality) to an outlook of working commitment (where people effectively take an interest in intentional basic leadership and take responsibility for setting). In doing so, the authors' suggested that the application of engagement in collective entities would be possible. The generalization of work engagement in the collective context was important because it provided the theoretical basis for the application of research findings to entities such as organisations, companies and corporations.

They also discussed the vigor dimension of work engagement as being theoretically related to the exhaustion dimension of job burnout. Correspondingly, Demerouti, Bakker, Nachreiner and Schaufeli (2001) recommended that the multidimensional aspects making up work burnout, for example, enthusiastic weariness, were comparative in conceptualization to the absence of vitality and exhaustion experienced by representatives and that the

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depersonalization measurement of burnout was similar to sentiments of "estrangement, withdrawal, or criticism" experienced by representatives at work.

Kahn likewise talked about the idea of work commitment as far as the cooperation between the individual self and the work job and made the contention that when people regarded both their feeling of individual selves and their work job as being particular, without one trading off the estimation of the other, it would bring about close to home commitment. Nonetheless, he contended that when the limits between the individual self and the work job got vague and obscured, at that point individual separation 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. Gavin and Mason (2004) noted that when employees made meaningful work related contributions for the greater good of the organisation, they reported being happier, healthier and more productive.

Vigor

Vigor alludes to people's sentiments that they have physical quality, passionate vitality and psychological enthusiasm, a set of interrelated affective experiences. This position is consistent with scientists study on human qualities and positive psychological capabilities (Peterson and Seligman, 2004; Seligman et al., 2005). Vigor has overtime been the point of any conceptual and integrative examination. Vigor may be portrayed as the effective dimension of the vitality supplies that employees have and along these lines is straightforwardly identified with the development of work inspiration. Work inspiration is regularly seen as a lot of enthusiastic powers that are internal just as past a person's being, to start business related conduct and to decide its structure, bearing, force and term (Latham and Pinder, 2005). In this manner persuasive procedures in associations speak to a limited extent people's choices to apportion vigor after some time from their fiery assets among various exercises. It pursues that one could think about a specific limit of apparent force and people's sentiments that they have it as activity directions or inspiration inclination (Baldwine and David 2012), as an essential to any persuasive procedures in organisations. Following generally acknowledged perspectives on vigor and temperaments (Gray and Watson, 2001), vigor consolidates components of a particular feeling in that it is contextualized in people's work circumstance, however it is more like a state-of-mind in that it last within days or week. In this manner, we refer to vigor as a combination of components of a feeling and of a disposition state. It speaks to, similar to all other explicit states of mind (for example Wilson, 2012), a major activity propensity. People's evaluations of their lively assets are talked about underneath as hypothetically unmistakable

from the sentiment of power, following Lazarus and Folkman's (2015) examined hypothesis. In nature, these evaluations and the sentiment of vigor most likely seem inter-related, commonly influencing each other overtime. The attention on vigor as a full of feeling state pursues the intellectual motivational relational hypothesis created by Lazarus and his partners (Lazarus, 2001; Smith and Lazarus, 1993). This hypothesis infers a discrete-classification way to deal with emotional states, each having its very own center social topics and adapting suggestions. Moreover, it sets that conceptualizing the unmistakable qualities, precursors and results of each improves and broadens our comprehension of representatives' endeavors to endure and thrive in their workplace (Lazarus and Cohen-Charash, 2001).

Dedication

Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm and challenge (Baker and Demerouti, 2008). Scahufeli et al (2002) defined work engagement as an energetic state of fulfillment experienced by employees, better explained by the amount of vigor, dedication and absorption individuals commit to their work. They went further to associate dedication as being with a sense of meaningfulness, significance and pride. Any time an employee shows that he wants to learn more about his job, it shows dedication in the workplace. Wanting to grow and learn about a position emphasizes that an employee cares about not only personal growth but the company's well-being. Stagnation is going to affect a company's bottom line. Ways to show growth in a job position are asking questions, taking classes for further development and staying interested in new developments in the company's field. For example, a web developer could show devotion to growing in his position by achieving new levels of certification.

Absorption

Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from workRichard and Blow (2014). Engaged employees have enhanced sense of optimism and energy and are enthusiastic about their job. Moreover, they are often fully absorbed in their work (May et al. 2004). Specifically, they characterized absorption as the capability to focus and concentrate deeply on tasks assigned at work (Scahufeli *et al.* 2004)

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

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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). The target population consisted of employees of the oil companies under review. 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 from the some oil companies in Nigeria under review. Sekaran (2003) 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.

Reliability Test Measuring the Internal Consistency

For the purpose of this study test re test method and the Cronbach alphas was used to ascertain the reliability of the research instrument.According to Sekaran (2003), the reliability alpha values of 0.60 and above are acceptable. Therefore,sub-scales for the research instrument were tested to determine their individual reliabilities and overall reliability of the research instrument. TheIdealized Influence subscale made up of 4 items (α = .62) and the Vigor subscale made up of4 items (α = .65), the Dedication subscale is made up of 3 items (α = .67), while the Absorption is made up of 4 items (α = .60) The research instrument for this study was found to be very reliable (24 items; α = .60). This suggests that the research instrument and its constituent subscales were sufficient for use. This is presented in Table 1, below.

Response Rate from Collected Data

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

No. of Items	Variables	Alpha (α)
4	Idealized Influence	0.62
4	Vigor	0.65
3	Dedication	0.67
4	Absorption	0.60

Source: SPSS Output based on 2019 field survey data

Kendrick and Melvin (2014) noted that; data collection is the methodical assembly of information that is important to the research purpose or specific objectives and questions. To achieve this data were collected from respondents with a self-administered survey instrument. One hundred and Twenty Three (123) copies of the questionnaire were administered to the Oil and Gas companies under review. Out of which, eighteen (10) copies of the questionnaire,

representing eight percent (8%) of the sample size, were not returned. A total of one hundred and thirteen (113) copies of the questionnaire were returned, representing ninety-two percent (92%) of the sample size which is the response rate of this study.

Then from the returned 113 copies of the questionnaire, ninety (90) responses representing seventy-three percent (73%) of the sample size were found suitable for analysis and twenty-three (23) copies representing eighteen percent (18%) of the sample size were rejected and discarded since they were incomplete.

Univariate Analysis of Research Variables

The twenty-four (24) items that make up the survey questionnaire were analyzed using each item's mean, standard deviation, skewness and kurtosis and the results are displayed in Table (s) 3.

There are some basic assumptions or conditions, i.e. normality and linearity, that need to be fulfilled before researchers can proceed with certain analyses, such as correlation analysis, regression analysis, etc. (Julie, 2007). Normality refers to the distribution of the data used in the analysis. In order to check if there is any deviation from normality, a researcher can use either skewness or kurtosis values (Tabachnick & Fidell, 2001). The assumption for normality is that normally distributed data has skewness values that fall within the range of -2 to +2 and kurtosis values that fall within the range of -7 to +7 (Byrne, 2010).

Mean scores were used to indicate the centre point of the distribution and since items were measured using a five (5) point Likert scale, mean scores ranged from one (1) to five (5), with a mean score of three (3) being considered as the midpoint. The implication is that mean scores approaching five (5) will be deemed high while mean scores approaching one (1) will be deemed low. Standard deviation was used to indicate the variability of scores around their corresponding means and finally, the minimum and maximum values were used to check for errors in data entry (Nachmias & Nachmias, 1976).

Descriptive Statistics on Idealized Influence

The results in table 2below revealed that there are 90 cases with a 100% response rate in all four (4) items of the idealized influence sub scale. Idealized influence items were normally distributed, with skewness scores that range from -.631 (*SE* = .254) to -1.201 (*SE* = 0.254) and kurtosis scores that range from -.660 (*SE* = .503) to 3.928 (*SE* = .503). It also revealed that the idealized influence item with the highest mean score was A4 which is *"My Manager talks optimistically about the future."* (4.53), with a standard deviation of 0.810, minimum score of 2.00 and maximum score of 5.00. The idealized influence item with the lowest mean score was A2, which is, *"My manager talks*

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about their most important values and beliefs." (3.644), with a standard deviation of 1.105 and the minimum and the maximum scores of 1.00 and 5.00, respectively. This showed that respondents have a high idealized influence exhibited by their managers at work place. Below is a tabular representation of responses to the individual items in the idealized influence subscale.

Descriptive Statistics on Vigor

The results in table 3 below revealed that there are 90 cases with a 100% response rate in all four (4) items of the vigor subscale. Vigor items were normally distributed, with skewness scores that range from -2.022(SE = .254) to -.846(SE = .254) and kurtosis scores that range from -.299 (SE = .503) to 4.626 (SE = .503). It also revealed that the vigor item with the highest mean score was D4 which is *"At my work, I feel bursting with energy."*(3.99), with a standard deviation of 1.24, minimum score of 1.00 and maximum score of 5.00. The vigor item with the lowest mean score was D3, which is, *"At my job I feel strong and vigorous"* (3.71), with a standard deviation of 1.15 and the minimum and the maximum scores of 1.00 and 5.00, respectively. This simply shows that respondent sex life it

moderate vigor to their responsibilities at work place. Below is a tabular representation of responses to the individual items in the vigor subscale.

Descriptive Statistics on Dedication

The results in Table 4, below revealed that there are 90 cases with a 100% response rate in all four (3) items of the dedication sub scale. Dedication items were normally distributed, with skewness scores that range from -1.396 (SE = .254) to -.920 (SE = 0.254) and kurtosis scores that range from .163 (SE = .503) to 2.141 (SE = .503). It also revealed that the dedication item with the highest mean score was E3 which is *"At my work I always persevere, even when things do not go well."* (4.31), with a standard deviation of .70, minimum score of 1.00 and maximum score of 5.00,the dedication item with the lowest mean score was E2, which is, *"I feel happy when I am working intensely."* (3.61), with a standard deviation of 1.16 and the minimum and the maximum scores of 1.00 and 5.00, respectively. This simply shows that respondents show a high dedication to their responsibilities at work place. Below is a tabular representation of responses to the individual items in the dedication subscale.

Table 2.Descriptive Statistics on Idealized Influence Items

Idealized Influence										
	N	Min.	Max.	Sum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
A1	90	2.00	5.00	381.00	4.2333	.67124	.451	-.996	.254	2.349	.503
A2	90	1.00	5.00	328.00	3.6444	1.10475	1.220	-.631	.254	-.660	.503
A3	90	1.00	5.00	369.00	4.1000	.73515	.540	-1.201	.254	3.427	.503
A4	90	2.00	5.00	408.00	4.5333	.81005	.656	-2.056	.254	3.928	.503
Valid N (listwise)	90										

Source: SPSS Output based on 2019 field survey data

Table 3.Descriptive Statistics on Vigor Items

Vigor										
	N	Min.	Max.	Sum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
D1	90	1.00	5.00	344.00	3.8222	1.24140	1.541	-.843	.254	-.299	.503
D2	90	1.00	5.00	347.00	3.8556	.90642	.822	-2.022	.254	4.626	.503
D3	90	1.00	5.00	334.00	3.7111	1.15384	1.331	-.846	.254	.038	.503
D4	90	1.00	5.00	359.00	3.9889	1.24065	1.539	-1.134	.254	.227	.503
Valid N (listse)	90										

Source: SPSS Output based on 2019 field survey data

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Table 4.Descriptive Statistics on Dedication Items

	N	Min.	Max.	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
E1	90	1.00	5.00	3.9889	1.34494	1.809	-1.396	.254	.701	.503
E2	90	1.00	5.00	3.6111	1.15821	1.341	-.920	.254	.163	.503
E3	90	2.00	5.00	4.3111	.69742	.486	-1.122	.254	2.141	.503
Valid N (listwise)	90									

Source: SPSS Output based on 2019 field survey data

Descriptive Statistics on Absorption

The results in table 5below revealed that there are 90 cases with a 100% response rate in all four (4) items of the absorption subscale. Absorption items were normally distributed, with skewness scores that range from -1.140(SE = .254) to -.031(SE = 0.254) and kurtosis scores that range from -1.438 (SE = .503) to .946 (SE = .503). It also revealed that the absorption item with the highest mean score was F3 which is *"When I am working, I forget everything else around me."*(3.73), with a standard deviation of 1.07, minimum score of 1.00 and maximum score of 5.00. The absorption item with the lowest mean score was F4, which is, *"I get carried away when I am working."*(2.93), with a standard deviation of 1.40 and the minimum and the maximum scores of 1.00 and 5.00, respectively. This simply shows that respondents show low absorption towards their responsibilities at work place. Below is a tabular representation of responses to the individual items in the absorption subscale.

Idealized Influence and Vigor

From Hypothesis 1, it was suggested that there is no significant relationship between Idealized influence and vigor.

The results presented in the Table 6 and 7, above showed the correlation and model summary of idealized influence and vigor. It revealed that idealized influence is weak and positively correlated with vigor with a correlation of r= .355 (p< 0.001). Specifically, the result (R^2= .126; p< 0.001) suggest that idealized influence accounts for 12.6% variance in vigor. This suggests that an increase in idealized influence is associated with increase in vigor. Similarly, the alternative hypothesis one (HA$_1$); *"There is a significant relationship between idealized influence and vigor"* was accepted.

Idealized influence and Dedication

From Hypothesis 2, there is no significant relationship between idealized influence and dedication.

Table 5.Descriptive Statistics on Absorption Items

	N	Min.	Max.	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
F1	90	1.00	5.00	3.5333	1.31713	1.735	-.708	.254	-.542	.503
F2	90	1.00	5.00	3.2000	1.38369	1.915	-.525	.254	-1.170	.503
F3	90	1.00	5.00	3.7333	1.06844	1.142	-1.140	.254	.946	.503
F4	90	1.00	5.00	2.9333	1.39663	1.951	-.031	.254	-1.438	.503
Valid N (listwise)	90									

Source: SPSS Output based on 2019 field survey data

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Table 6.Correlation Matrix for the Relationship between Idealized influence and vigor

		Idealized Influence	Vigor
Idealized Influence	Pearson Correlation	1	.355**
	Sig. (2-tailed)		.001
	N	90	90
Vigor	Pearson Correlation	.355**	1
	Sig. (2-tailed)	.001	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Output based on 2019 field survey data

Table 7.Correlation Matrix for the Relationship between Idealized influence and vigor

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.355a	.126	.116	2.10718
a. Predictors: (Constant), Idealized Influence				

Source: SPSS output based on 2019 field survey data

Table 8.Correlation Matrix for the Relationship between Idealized Influence and Dedication

		Idealized Influence	Dedication
Idealized Influence	Pearson Correlation	1	.441**
	Sig. (2-tailed)		.000
	N	90	90
Dedication	Pearson Correlation	.441**	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 9.Model Summary for the Relationship between idealized Influence and Dedication

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.441a	.195	.186	1.91605
a. Predictors: (Constant), Idealized Influence				

Source: SPSS output based on 2019 field survey data

The results presented in the table 8 and 9 above showed the correlation and model summary of idealized influence and dedication. It revealed that idealized influence was moderate and positively correlated with dedication with a correlation of r= .441 (p< 0.000). Specifically, the result (R^2= .195; p< 0.000) suggest that idealized influence accounts for 19.5% variance in dedication. This suggests that an increase in idealized influence is associated with increase in dedication. Similarly, the alternative hypothesis two (HA$_2$); "***There is a significant relationship between idealized influence and dedication"*** *was accepted.*

Idealized influence and Absorption

From Hypothesis 3, it was suggested that there is no significant relationship between Idealized influence and Absorption.

The results presented in the table 10 and 11 above showed the correlation and model summary of idealized influence and absorption. It revealed that idealized influence wasweak and positively correlated with absorption with a correlation of r= .251 (p< 0.000). Furthermore, the result (R^2= .023; p< 0.000) suggest that idealized influence accounts for 2.3% variance in absorption. This suggests that an increase in

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idealized influence is associated with increase in absorption. Similarly, the alternative hypothesis three (HA$_3$); *"There is a significant relationship between idealized influence and absorption"was accepted.*

experience with their managers or superiors. The correlation analyses stipulated in Table 6., 8 and 10 showed that idealized influence has a significant and positive relationship with employee's engagement when measured with employee's

Table 10.Correlation Matrix for the Relationship between Idealized Influence and Absorption

		Idealized Influence	Absorption
Idealized Influence	Pearson Correlation	1	.251**
	Sig. (2-tailed)		.000
	N	90	90
Absorption	Pearson Correlation	.251**	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 11.Model Summary for the Relationship between Idealized Influence and Absorption

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.251^a	.023	.012	2.64403
a. Predictors: (Constant), Idealized Influence				

Source: SPSS Output based on 2019 field survey data

Discussion of Findings

In recent times the rate at which growing economies like Nigeria experience recession raised the need for management to create dynamic ways of maintaining lean staff without compromise to employee's efficiency and effectiveness. The concept of employee engagement is an important issue to be considered for the Oil companies understanding the level of competition that exist within the industry amidst economic challenges and the huge operational cost such multimillionaire industry demand from individual firms. This then boils down to considering the style of management on employee's engagement amongst other factor as one of the approaches that could be adopted in managing the engagement of employees at work place with the aim of enhancing their commitment towards the achievement of organisational objectives.

In order to fully understand how Idealized management leadership style in the context of the employee's engagement within the Oil companies in Nigeria, this study examined the relationship between Idealized influence and employee's engagement, usingvigor, dedication and absorption as the measures of employee's engagement. Details of the analysis are provided in the paragraphs below:

Idealized Influence and Employee's Engagement

The descriptive statistics as displayed in Table 4 showed that the employees in the Oil companies have a highleadership

vigor, dedication and absorption (r = .355, p = .001; r = .441, p = .000, r = .251, p = .000). Particularly, with a correlation (r) value of .355,.441 and .251, the relationship between idealized influence and vigor, dedication and absorption are weak and moderate. The study also revealed that the relationship between idealized influence and employee engagement behavior is significant at p-values of .000 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 degree of influence, idealized influence was regressed on vigor, dedication and absorption. The result of the regression as presented in Tables 8, 10 and 12, revealed R^2 values of .126, .195 and .023 respectively. This indicates that idealized influence predict employee engagement. The study found out that 1 unit increase in idealized influence exhibited by managers on employee accounts for a .126 unit increase in vigor, .195 unit increases in dedication and a .023 unit increase in absorption. In other words, since idealized influence is positively related to the three measures of employee engagement, therefore, any improvement in the idealized influence of the managers or supervisors in the mobile telecommunication industry will cause their employee's vigor to improve by 12.6%, employee's dedication to improve by 19.5% while their employee's absorption towards their task will improve by 2.3%.

The above findings are in line with previously conducted

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studies by Barry and Rubin (2015) had demonstrated that idealized influence dimension of transformational leadership had very significant relationship with the enhanced work effort put in by subordinates at work. The theory that charismatic leaders positively impact followers, has also found support when generalized beyond the workplace, to the school environment. Amah (2014) believed that transformational leaders engaged employees by sharing their vision, which involved delineating group goals for greater team cohesion, thus increasing the level of collective dedication to the overall mission of the organisation.

Summary/ Conclusions/ Recommendations

The study examined the relationship between idealized influence and employee engagement in Oil companies in Nigeria. In order to undertake this research inquiry objectively the study posed research questions that reflected employee engagement which included vigor, dedication and absorption. The study was guided by three research hypotheses. The study adopted a cross sectional survey design with a population of 178 in the selected Oil 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 viaan indebt vetting while the internal consistency of instrument was achieved using the Cronbach Alpha coefficient with all the items being above 0.70. Data was analyzed and results presented in using tables, mean and standard deviation.Hypotheses were tested using Pearson Product Moment Coefficient of Correlation (*r*) and regression analysis. Based on their results and study findings, it can be concluded that the research questions and objectives were addressed as stated below:Idealized influencehasa significant andpositive association between on employee engagement. It influences the vigor, dedication and absorption of the employees.

In conclusion, it is imperative to note that employees are the most imperative organisational asset and as such they need be effectively managed to get its' full potentials. Therefore the leadership style adopted by a superior will play pivotal role to motivate. Management need to show theirs increased idealized influence, to their employees so that they can effectively and efficiently provide inducements that will boost employee morale, motivate and also satisfy them. This is imperative because organisational workers are the pivot around which organisational activities revolve and it guarantees the success of the organisation.

Based on the findings and conclusions the following recommendations were made: The Oil Company's

management should engaged employees by sharing their vision, which involved delineating group goals for greater team cohesion, thus increasing the level of collective dedication to the overall mission of the organisation. This is because management idealized influence has a significant positive impact on employee engagement. It amplified the enhancement of the vigor, dedication and absorption of the employees towards their tasks.

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