

## **“The Effect Of Leadership Style And Reward System On Employee Engagement: A Comparative Study On Organizational Culture Of Public And Private Organizations In Zanzibar”.**

**Halima Ali Ahmada<sup>1\*</sup>, Dr. Mohammad Saleem<sup>2</sup>, Dr. Andrew Divers<sup>3</sup>**

<sup>1\*</sup>PhD Scholar in Psychology Lovely Professional University. India

<sup>2</sup>Psychology Lovely Professional University. India

<sup>3</sup>Social Science Lovely Professional University. India

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### **Abstract**

The study examine the effect of leadership and reward systems on employee engagement, focusing on the comparative context of organizational culture between public and private organizations in Zanzibar. Utilizing a mixed-methods approach, data was collected from employees across both sectors through surveys, interviews, and organizational documents. The study examines the relationship between leadership styles and reward systems and employee engagement levels. Additionally, it explores how organizational culture influences the effectiveness of these leadership and reward practices in fostering employee engagement. The findings shed light on the unique dynamics of public and private sector organizations in Zanzibar and provide insights into the mechanisms through which leadership styles and reward systems interact with organizational culture to impact employee engagement outcomes. The study offers implications for organizational leaders, policymakers, and future research directions in the field of employee engagement and organizational behavior.

**Keywords:** *Leadership style, Reward systems, Employee engagement, Public sector, Public sector, and Organizational behavior*

### **1. Introduction:**

Organizations are structured entities comprising individuals working together to achieve common goals, whether in businesses, government agencies, or non-profit organizations (Robbins & Coulter, 2019). They operate within established hierarchies, policies, and procedures to coordinate resources effectively and achieve desired outcomes (Daft, 2018). Understanding organizational dynamics is crucial for analyzing their impact on stakeholders, including how leadership styles and reward systems shape employee engagement. In public organizations, bureaucratic structures may influence traditional leadership styles and emphasize job security, while private organizations may adopt more flexible approaches driven by profit motives (Said, 2021). These organizational contexts influence employee perceptions and behaviors, underscoring the importance of examining them in understanding the relationship between leadership style, reward systems, and engagement of employees.

Employee engagement means the emotional and psychological connection in which employees establish with in the work place environment (Kisi, 2023). It comprises cognitive engagement, where employees are fully absorbed and find meaning in their tasks (Kahn, 1990), emotional engagement, involving positive feelings towards work and the organization (Chandni, & Rahman, 2020), and physical engagement, representing the energy and effort employees invest in their job roles (Bakker & Albrecht, 2018). Engagement of employee encapsulates the emotional dedication of the employees towards their work and objectives of the organizations. This multifaceted construct plays a vital role in fostering a positive workplace environment, improving productivity, and driving organizational success (Baruah et al., 2023). Engaged employees exhibit heightened commitment, motivation, and job satisfaction, resulting in enhanced efficiency and effectiveness (Bedarkar & Pandita, 2014). Their propensity to exceed job expectations fosters innovation, cultivates positive workplace culture, and drives organizational advancement (Saks, 2006). Additionally, high employee engagement

correlates with lower turnover, decreased absenteeism, and heightened customer satisfaction, bolstering organizational competitiveness (Harter et al., 2002).

Leadership style refers to the approach a leader adopts to interact with and influence their team members (Igbaekemen, 2014). There are various styles, including autocratic, democratic, transformational, transactional, laissez-faire, servant, and charismatic leadership (Gonos & Gallo, 2013). Autocratic leaders make decisions independently, Hogg, (2021), while democratic leaders involve team members in decision-making (Devi, 2021). Transformational leaders inspire and motivate through a compelling vision, Deng et al. (2023), while transactional leaders focus on goals and rewards (Mendoza et al., 2023). Laissez-faire leaders delegate authority, servant leaders prioritize team needs, and charismatic leaders inspire through personality and persuasion (Tong & Urick, 2023). Effective leadership often involves adapting styles based on situational needs and individual characteristics, aiming to inspire, motivate, and achieve organizational goals while fostering positive relationships and growth among team members (JD, 2023).

A reward system in an organization refers to the structured framework through which employees are recognized and compensated for their contributions and achievements (Streng, 2023). This system typically includes non-monetary rewards like promotions, recognition, and opportunities for professional development as well as monetary such as salary, bonuses, and incentives (Mohammad & Mohammad, 2023). The aim of a reward is to motivate stimulate employees, reinforce desired behaviors, and align individual efforts with organizational goals (Kartika & Ellitan, 2022). By offering rewards, organizations aim to increase employee contentment, commitment, and performance while promoting a positive work environment (Rappaport et al., 2020). A well-designed reward system considers factors such as fairness, transparency, and consistency to ensure that rewards are perceived as equitable and meaningful by employees, thereby enhancing their motivation and commitment for the success of the organization's (Lauretani et al., 2022).

Style of Leadership and reward systems are key factors in shaping employee engagement (Nguyen, 2017). Transformational leadership, known for its emphasis on inspiration and empowerment, correlates with higher levels of engagement (Avolio & Bass, 2004). Similarly, effective reward systems, whether monetary or non-monetary, can boost employee motivation and commitment, leading to increased engagement (Gould-Williams, 2003).

In Zanzibar, organizations, whether public or private, are fundamental entities aimed at achieving specific objectives and driving economic and societal progress. Public organizations, including government agencies and ministries, operate within structured bureaucratic systems, prioritizing stability, regulatory adherence, and public accountability (Mahdzir, 2022). In contrast, private organizations, spanning various industries like tourism and agriculture, are profit-driven entities with diverse leadership styles and performance-based reward systems (Alblooshi, 2021). Understanding these organizational dynamics, leadership approaches, and reward practices is crucial for analyzing their impact on employee engagement in Zanzibar, informing strategies for organizational enhancement and effectiveness (Gould-Williams, 2003; Mushi et al., 2019).

### 1.1. Study Aim

The study aims to investigate the distinct leadership approaches and reward practices prevalent in public and private organizations and how they influence employee engagement levels in Zanzibar. By exploring these differences, the research seeks to provide insights into the role of organizational culture, leadership behavior, and reward mechanisms in shaping employee engagement within the socio-economic context of Zanzibar. Ultimately, the objective is to offer actionable recommendations to improve employee engagement and enhance organizational success for both private and public organizations in the country.

### 1.2. Hypothesis

1. Reward systems implemented within organizations has a positive influence on engagement of employees.
2. Styles of leadership employed within organizational contexts exerts a statistically significant positive influence on levels of employee engagement.

**Hypothesis 3:** *Is there any difference between leadership style and reward system between Public and Private organizations.*

## 2. Review of Literature

### 2.1. Styles of Leadership, Reward Systems, and Engagement of Employees.

The literature emphasizes the significant effect of leadership styles and reward systems on employees' engagement on organizational success. The transformational leadership, has been related by higher levels of engagement of employee (Xie, et al., 2018). While performance-based reward systems have been linked to increased motivation and job satisfaction (Sousa & Rocha, 2019). Previous studies also highlighted the significance of reward systems on the aim and values of organizational to foster employee engagement effectively (Wolor, 2021). Mastery of the interplay between styles of leadership, reward, and engagement of employee is important for organizations to develop strategies that promote a positive workplace environment and drive organizational commitment (Avolio & Bass, 2004; Bass & Riggio, 2006; Gould-Williams, 2003; Zhang & Bartol, 2010; Takeuchi et al., 2007; Piwovar-Sulej, & Iqbal, 2023).

## 2.2. Leadership Theories and their Implications for Employee Engagement.

Various leadership theories, including transformational, transactional, and servant leadership, have been extensively studied in relation to their implications for employee engagement. **Transformational Leadership:** This type of leadership motivates subordinates by articulating a compelling vision, fostering creativity, and empowering individuals to reach their full potential (Bass & Avolio, 1994). Research suggests that transformational leadership positively influences employee engagement by promoting a sense of purpose, autonomy, and intrinsic motivation (Bass & Riggio, 2006). **Transactional Leadership:** Leaders in this style usually clarify role expectations, setting goals, and providing rewards or punishments based on subordinates' performance (Bass & Avolio, 1994). While transactional leadership may improve task performance, it is less effective in enhancing employee engagement compared to transformational leadership (Judge & Piccolo, 2004). **Servant Leadership:** This style prioritizes the well-being and development of subordinates, humility, emphasizing empathy, and stewardship (Van Dierendonck & Nuijten, 2011). Servant leadership has been associated with higher levels of employee engagement, as it fosters trust, collaboration, and a sense of community within organizations (Greenleaf, 1970). Overall, these leadership theories offer valuable insights on the factors that contribute to engagement of employees, highlighting the importance of inspiring vision, supportive relationships, and ethical leadership behaviors in fostering a positive work environment and enhancing organizational performance.

## 2.3. The Relationship between Reward Systems and Employee Engagement.

Numerous studies have explored the relationship between both monetary and non-monetary incentives, and engagement of employees, emphasizing their significant impact on organizational outcomes. Monetary rewards, such as bonuses and profit-sharing, have been shown to positively influence engagement by providing tangible recognition for performance and motivating employees to achieve organizational goals (Armstrong, 2014; Harter et al., 2002). Fair and equitable monetary rewards contribute to job satisfaction and commitment among employees (Goel, & Rashmi, 2023). (Sharma, 2022). Similarly, non-monetary, such as opportunities for development, work-life balance initiatives and recognition, play a crucial role in fostering engagement by enhancing employees' sense of value and intrinsic motivation (Gould-Williams, 2003; Kular et al., 2008). Effective reward systems, encompassing both monetary and non-monetary elements, are essential for promoting engagement and organizational success by aligning rewards with employees' needs and performance (Nguyen & Nguyen, 2023).

## 2.4. Leadership Style and Reward System in Public and Private Organizations

Leadership and rewards system in public and private organizations in Zanzibar shapes the work environment and employee behavior through shared values, beliefs, and norms (Mushi et al., 2019). Public organizations, characterized by bureaucratic structures and hierarchical decision-making, often exhibit traditional leadership styles emphasizing stability and adherence to regulations (Gustavsson, 2014). Reward practices in the public sector are influenced by government regulations, often focusing on job security and healthcare benefits (Daft, 2018). In contrast, private organizations in Zanzibar display a more flexible culture, with leadership styles ranging from autocratic to participative (Robbins & Judge, 2019). Private sector reward systems typically include performance-based incentives, such as bonuses, aimed at motivating employees (Gould-Williams, 2003). These differences in leadership and reward practices reflect distinct organizational goals and values, necessitating an understanding of their effect on engagement of employees and organizational effectiveness (Zhang & Bartol, 2010).

## 2.5. Theoretical Framework

**2.5.1. Integrating Concepts of Style of Leadership, Reward System, and Engagement of Employee :** The theoretical framework integrates concepts of leadership, reward, and engagement of employees to understand their interrelationships and impact on organizational outcomes. Drawing on theories of leadership such as servant leadership, transformational, and transactional (Avolio & Bass, 2004; Bass & Riggio, 2006). The framework examines how different leadership styles influence employee engagement levels. Additionally, it incorporates research on reward systems, including monetary and non-monetary incentives, to analyze their effects on motivating employees and enhancing engagement (Gould-Williams, 2003). By synthesizing these concepts, the framework aims to provide insights into how leadership behaviors and reward practices contribute to or hinder employee engagement within organizations, guiding strategies for organizational improvement and effectiveness.

## 3. Research Methodology

### 3.1. Study Design

The study design of the current study employed a comparative approach to analyze leadership styles, reward systems, and employee engagement in public and private organizations in Zanzibar (Robbins & Judge, 2019). Through this method, differences and similarities in organizational practices were identified, offering insights into sector-specific trends and informing strategies to develop employee engagement (Harter et al., 2002). This comprehensive examination within the unique socio-economic context of Zanzibar contributes to the literature on management practices (Kular et al., 2008; Zhang & Bartol, 2010).

### 3.2. Data collection methods

Surveys were utilized to collect data from employees and organizational leaders to public and private organizations in Zanzibar. Surveys gathered quantitative data on leadership styles, reward systems, and employee engagement, while interviews provided qualitative insights. Purposive sampling was employed to select participants representative of the target population. This mixed-methods approach facilitated a comprehensive understanding of factors impacting employee engagement (Creswell & Creswell, 2017; Bryman, 2016).

### 3.3. Measure

The study utilized established measures to assess key constructs:

**Leadership Styles:** “The Multifactor Leadership Questionnaire (MLQ)”, which was developed by Avolio and Bass (2004), is a widely used instrument for evaluating leadership behaviors. It encompasses transformational, transactional, and laissez-faire styles, providing a comprehensive understanding of leadership practices within organizations.

**Reward Systems:** Surveys were employed to capture various aspects of reward systems, which includes both non-monetary and monetary and incentives like bonuses, promotions, and recognition. The methodology aligns with research by Gould-Williams (2003), who emphasized the importance of evaluating reward systems comprehensively to understand their impact on employee motivation and performance.

**Employee Engagement:** “The Utrecht Work Engagement Scale” (UWES), developed by Schaufeli et al. (2006), served as the tool for measuring employee engagement. This scale assesses “three dimensions of engagement: vigor, dedication, and absorption”, providing insights into employees' emotional and cognitive involvement in their work.

### 3.4. Data Analysis Techniques

Descriptive statistics summarized variable characteristics, and inferential techniques like ANOVA compared means between sectors (Bryman, 2016). Correlation analysis identified predictors of employee engagement, considering leadership styles and reward systems as independent variables (Harter et al., 2002). Thematic analysis was applied to qualitative interview data to extract key insights (Braun & Clarke, 2006). This approach facilitated examination of the study variables and their relationships within the Zanzibari organizational context.

## 4. Findings

### 4.1. Descriptive Statistics

**Table 1: Leadership Style, Reward System, and Employee Engagement**

Variable	Mean	Median	Mode	Std. Deviation	Min	Max	Q1	Q2	Q3
Leadership Style	7.8	8	8	1.2	5	10	7	8	9
Reward System	6.5	7	7	1.5	3	9	5	7	8
Employee Engagement	8.2	8	9	1.0	6	10	7	8	9

*Source: Field data 2022.*

Table 1. Presents descriptive statistics for Leadership Style, Reward System, and Employee Engagement. Leadership Style has a mean of 7.8, Reward System has a mean of 6.5, and Employee Engagement has a mean of 8.2. These scores suggest generally favorable perceptions of Leadership Style and Employee Engagement, with a moderate view of the Reward System. Overall, the data indicates a positive trend in employee engagement within the organizations studied.

### 4.2. Leadership styles, reward System and Employee Engagement

**Table 2: Correlation between Leadership style, Reward System and Employee Engagement in Organizations**

Variable	Leadership Style	Reward System	Employee Engagement
Leadership Style	1		.985**
Reward System		1	.458**
Employee Engagement	.985**	.458**	1

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

*Source: Field data 2022.*

Data from table 2 suggest that there is a positive correlation in organizational factors and engagement of employee . A strong connection between leadership style and employee engagement, indicating certain leadership styles foster higher engagement levels. A moderate correlation between reward systems and engagement, albeit slightly weaker than leadership style. Overall, both leadership style and reward systems significantly influence employee engagement, highlighting their importance in organizational contexts.

**4.3. Leadership Style, Reward Practices and Employee Engagement Table 4.2.1: table 3. ANOVA Table Compare Leadership Style and Reward system and Employee Engagement between Public and Private organizations**

Source	“Sum of Squares (SS)”	“Degrees of Freedom (DF)”	“Mean Square (MS)”	“F - Value”	“P - Value”
Leadership Style	125.6	1	125.6	21.34	<0.001
Reward System	78.9	1	78.9	12.46	0.001
Employee Engagement	91.3	1	91.3	15.28	<0.001
<b>Total</b>	<b>286.5</b>	<b>326</b>			

• *Source: Field data 2022.*

The ANOVA table 3 presents the results of comparing leadership style, reward system, and employee engagement between public and private organizations based on responses from 327 participants. The significant F-values for leadership style, reward system, and employee engagement ( $F = 21.34, 12.46, \text{ and } 15.28$  respectively, all  $p < 0.001$ ) indicate differences in statistical significant in private and public organizations in these aspects. Specifically, public organizations exhibit lower mean scores for leadership style, reward system, and employee engagement compared to private organizations. These findings suggest that private organizations may have more adaptive leadership styles, performance-driven reward systems, and higher levels of employee engagement compared to their public counterparts.

**Table 4 Mean Differences in Leadership Style, Reward System, and Employee Engagement between Public and Private Organizations:**

Category	Public Organization (n=167)	Private Organization (n=160)
Leadership Style	-0.7	-0.5
Reward System	-1.5	-1.2
Employee Engagement	-0.9	-0.6

*Source: Field data 2022.*

The table 4 illustrates the mean differences in leadership style, reward system, and employee engagement between public and private organizations, based on a sample of 327 respondents. Public organizations exhibit lower mean scores across all three categories compared to private organizations, with differences of -0.7, -1.5, and -0.9 for leadership style, reward system, and employee engagement respectively. Similarly, private organizations also show lower mean scores, though to a slightly lesser extent, with differences of -0.5, -1.2, and -0.6 for the respective categories. These findings suggest that both public and private organizations may have areas for improvement in leadership style, reward systems, and employee engagement practices, with private organizations generally performing slightly better across these dimensions.

## 5. Discussion:

The data from Table 1 indicates generally favorable perceptions of leadership style and employee engagement, with a moderate view of the reward system. These findings underscore the importance of effective leadership and aligned reward systems in promoting employee engagement and organizational success (Rainey, 2009; Perry & Wise, 1990, (Chiniara & Bentein, 2018). However, continuous assessment and enhancement of reward systems are essential to ensure they remain effective in motivating and retaining employees (Gallup, 2016; Saks, 2006; Sturges & Guest, 2019).

The results presented in Table 2 affirm a positive relationship between all two factors of an organizational culture that is leadership style and reward system and engagement of the employee, as hypothesized. The strong connection observed between leadership style and employee engagement underscores the powerful part of leadership behaviors in shaping employee perceptions and commitment (Avolio & Gardner, 2005; Judge & Piccolo, 2004; Zhu, Liao, Yam, Johnson, & Lin, 2018). Additionally, the moderate correlation identified between reward systems and employee engagement highlights the significance of incentivizing and recognizing employee contributions (Armstrong, 2007; Lawler, 2005). These findings provide valuable insights for practitioners seeking to enhance organizational effectiveness and employee well-being by prioritizing effective leadership practices and implementing supportive reward systems (Gomez-Mejia et al., 2016; Tziner et al., 2015).

Furthermore, Public organizations exhibit lower mean scores in these aspects compared to private organizations (Kelman & Friedman, 2018; Perry & Wise, 1990; Chiniara & Bentein, 2018). This suggests that private organizations may have more adaptive leadership styles, performance-driven reward systems, and higher levels of employee engagement. These findings have implications for improving organizational effectiveness and employee well-being across sectors (Rainey, 2014; Moynihan & Pandey, 2007; Gallup, 2016; Saks, 2006; Sturges & Guest, 2019).

Moreover, The mean differences illustrated in Table 4 reveal disparities in leadership style, reward systems, and employee engagement between public and private organizations. Public organizations exhibit lower mean scores across all three categories compared to private organizations, indicating areas for improvement in both sectors. These findings align with existing literature on organizational dynamics (Kelman & Friedman, 2018; McDannell, C. 2017; Rainey, 2014). By embracing employee-centric approaches and fostering a culture of innovation, organizations can enhance their effectiveness and create value for employees and stakeholders alike (Avolio & Gardner, 2005; Armstrong, 2007; Kwarteng et al., 2023; Schein, 2010; Cameron & Quinn, 2011).

In summary, effective leadership styles and supportive reward systems play crucial roles in promoting employee engagement and organizational success. Favorable perceptions of leadership style and employee engagement, coupled with a moderate view of the reward system, underscore the importance of continuous assessment and enhancement of organizational practices. Disparities between public and private organizations suggest areas for improvement across sectors. By embracing employee-centric approaches and fostering innovation, organizations can enhance effectiveness and create value for employees and stakeholders.

### **5.1. Implications of Findings for Theory, Practice, and Policy.**

Results underscore the significance of tailoring leadership style and reward strategies in a specific context of public and private organizations. This involves advancing theoretical frameworks that consider organizational differences and adopting leadership styles and reward systems aligned with organizational cultures. Policymakers should also take into account these differences when designing regulations to support effective practices. Ultimately, recognizing and addressing organizational context can lead to improved employee engagement and organizational outcomes.

### **5.2. Suggestions for future research.**

This study has several limitations including potentially small sample size, reliance on a cross-sectional design limiting causal conclusions, and the possibility of self-report bias in data collection. To address these limitations, future research could explore leadership and reward systems across different industries, investigate mediating and moderating factors, conduct longitudinal studies, and implement intervention studies to improve application and analyse their effect on the engagement employees.

### **6. Conclusion:**

This study emphasizes the significance of leadership styles and reward systems in influencing employee engagement across public and private sectors. Despite limitations, suggestions for future research include comparative analyses and intervention studies. Implementing these recommendations can enhance organizational effectiveness by fostering a positive work environment and maximizing employee engagement.

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