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Integrated Datasets on Transformational Leadership Attributes and Employee Engagement: The Moderating role of Job Satisfaction in the Fast Moving Consumer Goods (FMCG) Industry

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Abstract

Transformational leadership has gained a great deal of attention since its development through research and evaluations from James MacGregor Burns and Bernard Bass. But central to its development, there are still uncertainties regarding the attributes and interventions of transformational leadership style in developing nations like Nigeria. Hence, this article presented an integrated datasets on transformational leadership attributes, employee satisfaction and engagement using selected Fast Moving Consumer Goods (FMCGs) firms in Nigeria. The study adopted a descriptive research design to establish trends and the quantitative approach was employed using survey questionnaire. A sample size of three hundred and fifty-nine (359) staff and management of sampled firms were selected. Data was analysed with the use of measurement and structural equation modelling and the field data set is made widely accessible to enable critical or a more comprehensive investigation. The findings identified intellectual stimulation (creativity and innovation) and attributed charisma as predictive determinants of transformational leadership attributes for increased satisfaction and engagement of sampled firms. It was recommended that FCMGs firms need to invest necessary resources in developing strategies and interventions to identify differing needs, abilities, and aspirations for staff satisfaction.

Keywords: Leadership, Engagement, Management, Traits, Reward, Innovation, Satisfaction

Introduction

Transformational leadership is no longer a new topic in leadership and change management but despite the attention paid to the practice, organisations still fail to understand and explain how leaders can encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the organisations. The theoretical, methodological as well as practical gaps churned out from extant literature are more applicable to the developed and transitional economies. Unfortunately, studies focusing on the contextual and organizational variables in developing economies, such as Nigeria, are still scarce. Hence, this paper adds to knowledge in the area of leadership research as it investigates leadership transformational attributes on employee satisfaction and engagement across hierarchical levels in Nigeria. This research broadens the scope of previous research and provides a more detailed examination of transformational leadership attributes by exploring the five traits — Idealized influence (II), Inspirational motivation (IM), Intellectual stimulation (IS), Individualized consideration (IC) and Attributed charisma (AC) as presented in Table 1.

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