

Leadership Styles and Personality Traits as Predictors of Job Embeddedness among Employees of Ibadan Electricity Distribution Company, Nigeria

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Abstract

The incessant change in ownership status of what was formerly known as National Electrical Power Authority (NEPA) and owned by government, but now being controlled by private company has given rise to the need for examining work attitude of employee who were retained in the service. The study, therefore, examined the extent to which leadership styles and personality traits independently and jointly predict job embeddedness of employees. This was with a view to determining factors that could predict job embeddedness among employees of Ibadan Electricity Distribution Company. Primary data were used in this study. Data were collected from employees in four purposively selected regional offices. A multi-stage sampling technique was used in the study. Four regional offices of Ibadan Electricity Distribution Company in Oyo, Ogun, Osun and Kwara States were purposively selected for the study. A proportionate stratified sampling technique was used to select respondents, which consisted of 261 participants (167 males and 94 females), using the classification of regional offices as the basis for stratification. The age of the participants ranged between 30 to 50 years, with the mean age of 43.27 years and standard deviation of 7.71. Three standardized psychological scales comprised of Leadership Style Scale (LSS), Big Five Personality Inventory (B-5PI) and Job Embeddedness Scale (JES) were used for data collection. Data collected were subjected to simple linear and multiple regression analyses. Results showed that both leadership styles and personality factor significantly and independently predicted job embeddedness among employees of Ibadan Electricity Distribution Company ($R^2= 0.24.9$; $p<.05$) and ($R^2= 0.24.8$; $p<.05$) respectively. The result also revealed that leadership style and personality factors significantly and jointly predicted job embeddedness among employee of Ibadan Electricity distribution Company, Nigeria ($R^2= 0.31$; $p<.05$). The study concluded that both leadership styles and personality traits independently and jointly predicted job embeddedness among employees of Ibadan Electricity Distribution Company, Nigeria.

Keywords: Job Embeddedness; Leadership Styles; Personality traits; Electricity Distribution Company; Nigeria

Introduction

1.1 Background to the Study

The phenomenon of job embeddedness may not be new but seems not to have received deserved attention in global industrial setting and Nigeria in particular. In the last two decades, the issue of job embeddedness has attracted little attention from industrial/organisational psychologists, social scientists and human resource managers (Kalpana, 2010).

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Mitchell, Burton, Yao, Lee and Sablinski (2004) refer to job embeddedness as the combined forces that keep an individual from leaving his job. It may also refer to a broad set of influences on the decision of an employee to stay on a job; this basically focuses on gathering the association of employees' experiences through his work. This occurs when certain factors influence or prevent an employee from leaving an organisation even in the face of great challenges. These influences are present in the job as well as outside the employee's immediate work environment, and may be likened to strands in a "web" or "net" in which a person can become "stuck".

The prevalence of different negative work attitudes such as nursing an intention to quit one's role or job in an organisation or getting involved in theft, laziness toward job and tardiness could be attributed to withdrawing behaviours that are often exhibited by employees instead of quitting their job out rightly. Thus, looking at it from a negative side, this tendency explains why great attention is required to address different factors that make an employee stay on the job. This development portends a grave consequence for an organisation facing such challenge in terms of both capital and employee's turnover intention; and this explains why greater attention is required in order to establish or determine factors that make an employee stay on her/his job.

Meanwhile, forces that keep an employee on the job can be categorized as on-the-job-embeddedness and off-the-job-embeddedness. The former refers to how attached the employee is to an organisation while the latter refers to how attached the employee is to the general community where the job is situated. Furthermore, for an employee to have either on-the-job or off-the-job-embeddedness, ingredients or dimensions such as links, fit and sacrifice are to be considered. Links refers to how people have connection to other people or activities. Individuals have formal or informal connections with colleagues in their workplaces and with friends and other people in the community are highly embedded in their jobs. Holtom, Mitchell and Lee (2006) argue that family and other social institutions in the community have direct influences on individuals and their decision making. Under these circumstances, more links in an organisation and the community embrace elevated levels of job embeddedness.

Fit refers to an employee's perceived harmony in connection with organisation or environment. Accordingly, an employee's personal values, career goals and future plans should be consistent with the demands of the job on which he/she is such as organisational culture, job knowledge, skills and ability (Holtom, *et al* 2006). In addition, individuals should also take into account his/her fitness in the society and environment in which his/her workplace is located. Sacrifice refers to the perceived cost of financial or psychological interests that may be lost when an employee leaves his job. These dimensions informed the basis of analysis and review of employees' work attitude in the electricity distribution companies under new managements in Nigeria.

The electricity sector in the country, right from when it was Nigeria Electric Power Authority (NEPA), has continued to witness series of problems in its bid to provide uninterrupted electricity supply and better services to the entire Nigeria society. In a bid to realise this vision and be able to surmount persistent challenges such as poor operational ethics and attitudes by employees, the Federal Government of Nigeria privatized this sector and it was renamed Power Holding Company of Nigeria (PHCN). However, the change in name may not have brought about the desired result in terms of power supply in Nigeria. The recent initiative to completely change the ownership could be considered appropriate for bringing a lasting solution to this sector, but the problem seems unabated. Many concerned stakeholders may have continued to allude to various factors, among which human resources is prominent. Thus, this study considered employees' ability to stay on their job in spite of change in the ownership of the company in which they work as an important factor that can affect performance of the business organisation. One of the motivating factors behind this study is the curiosity to know whether there is a significant improvement in the level of embeddedness to work by employees in the power distribution sector now that it has been privatized. This becomes necessary in view of the fact that employees' job embeddedness has propensity to contribute significantly to the productiveness of the power sector and its stability in Nigeria. Unlike the old arrangement where the notion of 'a ki se ise oba la agun' a Yoruba dictum, which literally means "nobody sweats while on government duty" hold sway, the new arrangement encourages private bodies that are driven by profit motive to subject employees to all manners of rigorous tasks and duties in the workplace. The questions now remain would employees job embeddedness improve and what factors would predict it?

A number of factors such as organisational climate, pay satisfaction, social support and job satisfaction have been previously paired with job embeddedness (Beauregard, 2012). However, this study considered leadership styles and personality traits as likely predictors of job embeddedness in Ibadan Electricity Distribution Company. Leadership styles could be a key determinant of the success or failure of any organisation.

Ngambi (2010) posits that leadership is a process of influencing others' commitment towards realizing the full potential of the employees in achieving a valued and shared vision with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with one another in order to achieve the objectives which the leader has set for each member as well as the group. The relationships between the leader and employees as well as the quality of employees' performance, are significantly influenced by the leadership styles adopted by the leader (Jeremy, Melinde & Ciller, 2011). The styles of leadership adopted by an organisation could be one of the factors that play a significant role in enhancing or undermining the interest and commitment of the individuals in the organisation (Obiwuru, Okwu, Akpa & Nwankere, 2011).

Moreover, personality traits also have potential to inform individual differences in such a way that they focus on constructing a coherent image of a person and his psychological make-up. Personality traits can be referred to as a dynamic and organised set of characteristics possessed by a person that uniquely influence his or her cognitions, motivations and behaviour in various situations (Luthans, 2005). The Big Five frameworks are hierarchical models of personality traits with five broad factors which include neuroticism, extraversion, openness to experience, conscientiousness and agreeableness (Gosling, Rentfrow & Swann, 2003). Neuroticism refers to a continual level of emotional adjustment and instability. Individuals who score high on the neuroticism trait tend to experience emotional instability, anxiety, moodiness and irritability, and are inclined to be worried, insecure and nervous. Extroversion involves the outward turning of the psychic energy toward the external world. Individuals can either be high or low on this trait. Openness to experience involves actively seeking and appreciating new experiences and imagination or intellect (Goldberg *et al.* 2006; Costa & Widiger, 1994). Individuals who score high on openness to experience tend to be curious, seek new and unfamiliar experiences, have a broad range of interests and are easily bored (Edwards, 1998).

Conscientiousness represents the drive to accomplish something, including features such as high levels of thoughtfulness, good impulse control and goal directed behaviour (De Raad, 2000). Agreeableness is the trait that is most concerned with interpersonal relationships. It is referred to as the kind of interactions a person prefers (Costa & Widiger 1994). Meanwhile, individuals who score low on agreeableness tend to be rude, irritable, uncooperative, suspicious and cater for their own needs (Edwards 1998).

Although there is relatively little research that has linked personality to job embeddedness, some traits might still have some close connections with attitudes towards life and job. For instance, an individual who scores high on neuroticism may experience primarily one specific negative feeling such as anxiety, anger or depression which may cause them to be prone to switch jobs because of poorly perceived fit. The tendency to negatively evaluate environment and personal ability may cause neurotic employees less likely to perceive themselves as fit for an organisation or community. On the other hand, extroverts are predisposed to experiencing positive emotions. However, personality traits as a whole have the potential to motivate an employee's behaviour related to job embeddedness. Thus, it becomes pertinent to empirically investigate these traits to ascertain their independent and collective contributions to job embeddedness of the employees of Ibadan Electricity Distribution Company.

1.2 Statement of Research Problem

Job embeddedness is an important tool for the success of any progressive organisation. The ambiguity of status regarding the ownership of Ibadan Electricity Distribution Company may have given rise to the pressure on job embeddedness of workers in this organisation. In addition, unfriendly business environment and what appears as high handedness on the part of the management of Ibadan Electricity Distribution Company has been identified as some of the reasons for the resignation of some of their senior officials (Anayo, 2014). Despite the privatization of the power sector, as well as the human and material resources committed to the sector, it is still apparent that the sector has not met the yearning of Nigerians for effective and regular electricity supply. In addition, the tendency to make employees work under rigid conditions in the organisation cannot be ruled out. This could be attributed to the change of ownership that certainly may have made the business to change its usual courses. Based on this circumstance, serious pressure has been inducted on the employees, and this could negatively affected their job embeddedness.

Job embeddedness has always been linked with factors such as job performance (Nafei, 2014), organisational climate, (Cadan, 2016) and organisational justice (Ringl, 2012). Meanwhile, only a few studies have made job embeddedness a contingent variable on leadership styles and personality traits, while none of the studies has considered joint prediction of both factors on job embeddedness. Again, much of the earlier studies on job embeddedness were conducted in stable and well organised settings. The present study concerns with investigating the roles of leadership styles and personality traits as predictors of job embeddedness among Ibadan Electricity Distribution Company in four States in Nigeria.

2.1 Literature Review

2.1. i Job Embeddedness Theory

This theory was postulated by Mitchell (2001). According to Mitchell (2001), job embeddedness theorizes that employees remain in the organization as long as there are inducements to stay their match or exceed their expectations. Job embeddedness influences employee's decision as to whether he or she should remain in the company or leave. By being embedded in a job, the individual will be less likely to leave the organisation thus having a positive impact on their performance. Organisations should ensure that their employees are job embedded as this will discourage them from leaving the company, hence resulting in employee retention.

2.1. ii Field Theory

The field theory was propounded by Kurt Lewin's in 1951. The theory can be traced back to research on the embedded figures test by Witkin, Dyk, Faterson, Goodenough and Karp (1962). This is a well-known research conducted on embeddedness, and it claims that there are certain figures (attachments or connections) immersed in the background of employees which keep them in their organizations. From this perspective, embeddedness in this context represents the extent to which an individual becomes caught in a web of different types of forces linking the person to a job and the organization. According to Lewin (1951), behaviour is described as a function of the field or life space of the individual, including the psychological environment as it exists for that individual. Therefore, Lewin (1951) advocates that individuals are entangled in a network of forces and connections which affects their choices in life. He further indicates that these attachments may be few or many, close or distant, strong or weak, which means an individual would either be highly embedded or lowly embedded. From this, high embeddedness is characterized by many, strong and close attachments whilst low embeddedness will feature few, distant and weak connections with factors on the job (organization) or off the job (community).

Job embeddedness promotes an image of attachment and suggests inertia. Hence, employees are stuck in this web where a change in one attachment affects the other parts of the web. To begin with, just the sheer number of links or attachments puts stress on the individual to stay. Therefore, to think about a job change could cause major and minor after-effects in an employee's web of relationships. Drawing from the field theory, job embeddedness attempts to uncover individuals within a network of forces in order to help them recognize a range of interdependent driving and restraining forces that influence employees' behaviour and intentions.

2.1. iii Leader–Member Exchange (LMX) Theory

Leader-member Exchange theory was propounded by Dansereau, Graen and Haga, (1975). It theory is a relationship-based approach to leadership that focuses on the two-way (dyadic) relationship between leaders and followers. The central concept of LMX is that leadership is more effective when "leaders and followers are able to develop mature partnerships and thus gain access to the many benefits these relationships bring" (Graen & Uhl-Bien, 1996). LMX focuses on the dyadic relationship between leaders and individual followers, as opposed to the organizational group (Lunenburg, 2010; Truckenbrodt, 2000). Relationships are different with each follower, some being of higher quality than others. Followers in high-quality relationships are part of an "in-group," while those experiencing lower quality relationships are "out-group" members (Lunenburg, 2010). In-group followers enjoy increased job latitude, more open communications, and greater confidence from leaders. This often results in reciprocation from in-group followers, who assume "greater responsibility and commitment to the success of the organization. Relationships with out-group members are typically governed "within the narrow limits of their formal employment contract.

Leaders who understand the significance of LMX are empowered with the understanding that they need to avoid the creation of out-groups wherever possible and maximize the size of the in-group upon which they can rely.

LMX theory is widely researched and accurately depicts leader-member relationships. It explains why leaders often develop “go-to” people and utilize their skills more than others. LMX was also the first theory to focus its study on the leader-member relationship, rather than just the leader’s attributes or behaviour. However, LMX is merely a descriptive theory. While it explains that mutual trust and respect develop as dyads progress, it failed to explain how or why this occurs. Likewise, it accurately explains leader-member interactions but it does not prescribe any method or model for developing in-group relationships.

2.1. iv Trait Theory

This theory was propounded by Allport (1964). In psychology, trait theory (also called dispositional theory) is an approach to the study of human personality. Trait theorists are primarily interested in the measurement of traits, which can be defined as habitual patterns of behaviour, thought, and emotion. According to this perspective, traits are relatively stable over time, differ across individuals (for instance, some people are outgoing whereas others are not), and influence behaviour. Traits are in contrast to states which are more transitory dispositions. In some theories and systems, traits are things a person either has or does not have, but in many others theories traits, are dimensions such as extraversion vs. introversion, with each person rating somewhere along this spectrum. Allport (1964) describes a trait as a neuro-psyche system. He firmly believes that traits are real and exist within the person. This means that traits make behaviour consistent and that a trait is still there even if there is no one around to see it. An individual, as a whole, does not just have a single trait, but a variety of trait forms make a personality and these trait forms are unique to each individual.

According to Allport (1964), traits guide a person’s behaviour, and in this way, the behaviour is consistent. Therefore, traits are divided into three, namely cardinal, central and secondary trait. A cardinal trait is one that is so pervasive that most of the person’s behaviour and activities can be traced to only few people possess the cardinal trait. Central traits are easily detected characteristics within a person, which people, on the average, have at the rate of five to ten. Secondary traits are less important, more difficult to detect and is aroused by a narrower range of equivalent responses; Moreover, other people may not notice secondary traits unless they are very close acquaintances (Allport, 1937).

2.1. v Implication of Theories to the Study

The theories used in this study are expected to explain why employees might not be embedded in their job. For instance, the job embeddedness theory states that an employee who does not have the necessary motivation to stay on a job might not be embedded on the job. This implies that an employee who does not have the necessary reason to stay on a job will not stay rooted in the company. For field theory, the implication here is that an employee who is not surrounded with key factors that can serve as a motivation for the employee to stay on the job, might also not be willing to stay on the job. The leader- member exchange theory also implies that organisations which adopt leadership styles that do not favour and foster a good leader-member relationship will have their employees becoming uncommitted as a result of feeling that they are not relevant in such organizations and as a result, might not be willing to stay. The trait theory also has implication in that all employees have certain traits that differ from one another. Employees who have a trait that cannot excessively cope with the organization and community link fit or sacrifice would have difficulty staying on the job which will ultimately make such employee want to leave.

2.2 Review of Empirical Literature

2.2.i Leadership Styles and Job Embeddedness

Erkutlua, and Chafraab (2015) examine leadership and organizational job embeddedness among 913 employees in GSM companies in Turkey. The obtained data from the questionnaires are analyzed through the SPSS statistical software package. The results show that empowering leadership is positively and significantly correlated with employees’ organizational job embeddedness. Harris, Wheeler and Kacmar (2011) investigate the effect of leader-employee exchange on employees’ organisational job embeddedness. Findings indicated that high quality leader-employee exchange made a statistically significant contribution to employee organizational job embeddedness. Ahmad, Abdul Majid and Zin (2015) examine leadership style and work embeddedness. Survey method was used for the purpose of collecting data from academic staff working in public sector Tertiary Institutions in Pakistan.

Total 200 questionnaires were collected. After the process of data analysis, the results reveal that both participative leadership styles and lassie-faire leadership style have significant influence on work embeddedness. Jimoh, Olayide, and Oyeniran (2012) examine the influence of Leadership Styles and emotional intelligence on job embeddedness among workers of some Local Governments in Osun State. The study adopts a Survey Research Design. Random Sample Technique is used to select 256 willing respondents from 3 local governments – Ejigbo, Irepodun and Atakunmosa East. The results reveal that when leadership styles and emotional intelligence combined significantly, job embeddedness is predicted. Furthermore, only autocratic and democratic leadership styles independently influence job embeddedness among the sampled respondents. Okafor (2013) investigates leadership style on job embeddedness among 256 government workers. The study adopts a survey research design. The study found no significant influence on any of leadership style (autocratic, democratic and lassie-faire) on job embeddedness.

Durowoju, Gafar and Oladipo (2013) investigate the influence of Leadership Styles on Job embeddedness of Employees in Small and Medium Enterprises. A total number of 560 male and female respondents are used in the study, with a mean age of 39.9 and S.D 9.1. Structured questionnaire format is used for data collection with scales that are developed and designed to measure perceived leadership styles and Job embeddedness. The study utilizes both the descriptive and inferential statistics for data analysis. The result reveals that employees who perceived their leaders as high in initiating structure leadership style reported being embedded on the job compare to employees who perceived their leaders as low in initiating structure leadership.

Obiwuru, Okwu,, Akpa and Nwankwere, (2011) investigate the effects of leadership style on organisational embeddedness among employees in small scale enterprises. The study used a survey design, and employed evaluative quantitative analysis method. Analysis is based on primary data generated through a structured scale that measure both leadership style and organisational embeddedness. The result shows that transactional leadership style has significant positive effect on organisational embeddedness, transformational leadership style had positive but insignificant effect on organizational embeddedness. Enovwor (2013) explores the leadership style and turnover intention of workers in some selected Academic Libraries in Delta State. The study finds that autocratic leadership styles influence turnover intention among the sampled respondents.

Ojokuku, Odetayo and Sajuyigbe (2012) investigate the impact of leadership style on organizational embeddedness among some bank workers in Ibadan Nigeria. Purposive sampling technique is adopted in selecting a total of sixty (60) respondents as sample for the study, while relevant data was gathered with the aid of a structured questionnaire. Findings show positive and negative correlation between leadership style dimensions and organizational embeddedness. Furthermore, the result shows that democratic and lassie-faire showed a positive relationship on organizational embeddedness. Fasola, Adeyemi and Olowe (2013) explore the relationship between transformational, transactional leadership style and work embeddedness among Nigerian banks employees. The targeted population consisted of all employees in banks in Ibadan. The sample was made up of 80 employees from 10 banks randomly selected. The results of the study reveal that the impact of transactional leadership styles on work embeddedness of banking employees in Nigeria is more effective than the transformational style. Dosunmu and Olusanya (2011) examine leadership and work embeddedness among employees of Bottling Company. The study finds no significant relationship among the three dimensions of leadership i.e autocratic, democratic and lassie-faire on work embeddedness.

2.2 ii Personality Traits and Job Embeddedness

Gong and Chow (2014) investigate the relationship of job embeddedness and turnover through an investigation of the relation of the “Big Five “personality dimensions (Extraversion, Neuroticism, Agreeableness, Conscientiousness, and Openness to Experience) and the three dimensions of job embeddedness (fit, links, and sacrifice). The result show that conscientiousness is positively related to links and sacrifice, neuroticism is negatively related to fit and openness to experience negatively related to sacrifice. Cote (2005) finds that high levels of emotionally unstable individuals tend to exhibit negative moods more frequently, and they are more likely to have higher conflict with co-workers thereby increasing their stress levels, and the likelihood to become less effectively socialized into their organisations. Ones, Viswesvaran& Schmidt (2010) find that conscientiousness, along with agreeableness and emotional stability are related to counterproductive work behaviour towards the organization.

In their study of personality traits and counterproductive behaviour, Mount, Ilies, and Johnson (2006) find that conscientiousness correlated negatively with counterproductive behaviour. In addition, Colbert, Mount, Harter, Witt, and Barrick (2004) find conscientiousness to be negatively related to withholding effort. Colbert, Mount, Harter, Witt, & Barrick (2004) find that conscientiousness indeed does predict deviant behaviour only when the work situation was perceived negatively. In their study of 151 employees from a transportation company and public school Douglas and Martinko (2001) find that individual difference variables including negative affectivity account for 62% of the variance in self-reported incidences of workplace aggression. Douglas and Martinko (2001) also find negative affectivity to be unrelated to workforce aggression, which is a form of counterproductive behaviour. Nafei (2015) investigated the relationship between five factor personality and job embeddedness among 692 Sadat City University workers in Indian. The results show that neuroticism and openness to experience have a negative relationship with the three dimensions of job embeddedness which are fit, sacrifice and link. Furthermore, extraversion, agreeableness and conscientiousness do have a positive relationship with fit, sacrifice and link among the sampled respondent.

Lee and Maurer (2010) finds that personality traits such as neuroticism and extroversion are not as strong a predictor of job embeddedness among some selected employees in an organisation. Felps *et al.* (2009) examine the role of personality traits and job embeddedness in a sample of 135 workers in a hospital. The study finds a strong positive relationship between traits such as agreeableness, extraversion and conscientiousness while openness to experience, and neuroticism do not have any relationship with job embeddedness among the sampled respondent.

Holtom and Inderrieden (2006) find personal characteristics of employees to have high levels of job embeddedness. Research by Van Dyk (2012) shows that training and development of employee opportunities, the characteristics of the job, supervisor support and career development opportunities significantly increase employees' perceived fit with the organisation and their jobs, and the perceived costs they would incur (benefits they would forfeit) should they decide to leave the organisation. Karatepe and Ngeche (2012) examine locus of control and job embeddedness among employees of front line hotel employees. The result finds that there is no significant relationship on locus of control and job embeddedness among the sampled employees.

Lee *et al.* (2004) find that increasing job embeddedness is likely to increase retention and job performance. Mitchell *et al.* (2001) also report that people who are embedded in their jobs have less intent to leave the organisation. In terms of the relationship between work engagement and turnover intention, a meta-analysis of engagement literature finds a significant relationship between engagement and turnover intention (Halbesleben, 2010). Schaufeli and Bakker (2004) find that employees who provided variety in their jobs, learning opportunities and autonomy will be more engaged in the work. English, Williams and Ibarreche (2009) find that Mexican workers perceive personal and working conditions in a very different way than American workers. Also, they found a strong relationship between personality variables and job continuation. (Carrillo- Santibañez, 2001). Akinbode (2011) examines workers' personal factors and personality characteristics as predictors of Organisational Citizenship Behaviour (OCB). The study employ Ex-Post-Facto within-participants randomized group design. Data were collected from hundred and four employees of private and public human service organisations in Nigeria. The study finds that greater OCB is observed in individuals who score high on extraversion and openness to experience. Furthermore, Personality factors were revealed as important predictors of OCB.

Konovsky and Organ (2006) find in their study that conscientiousness is significantly related to all five styles of Organisational Citizenship Behaviour. Also, Conscientiousness is significantly related to Generalized Compliance and to Civic Virtue, (two of the antecedents of Organisational Citizenship Behaviour). More conscientious employees will stay informed with up-to date knowledge about products or services offered (Yen & Neihoff, 2004). High conscientious individuals, in contrast, persist longer than individuals that have lower conscientiousness whether or not there is an additional benefit and whether or not the procedure is varied while performing (Sanson, Wiebe & Morgan, 2001). Hurtz and Donovan (2000) find that conscientiousness, extraversion, agreeableness, and emotional stability are positively related to different aspects of contextual performance and willingness to stay on a job. Hossam (2009) examines the relationship between personality and Organizational Citizenship Behaviour (OCB) among service sector in Dubai.

It is shown that extraversion and agreeableness have no significant positive relationship with OCB and work embeddedness, and only openness is significantly negatively related to OCB. Kumar *et al.* (2009) examine personality (the dimensions of openness to experience, consciousness, extraversion, and agreeableness) and job embeddedness. The result shows that neuroticism has no significant effect on job embeddedness.

Imanzadeh (2013) examines relationship between personality characteristics and organisational citizenship behaviour among organisations in Islamic Republic of Iran. The findings of the research show that there is meaningful relationship between dimensions of personality and organisational citizenship behaviour. Also there is meaningful relationship between Extroversion, Compatibility, Deontology, Emotional stability, Openness to experience and organisational citizenship behaviour. The study of Somech and Drach-Zahavy (2000) explore the concept of extra-role behaviour and its relation to job embeddedness. The respondents in their study are 251 teachers in north Israel. The findings show a positive association between extra-role behaviour and job embeddedness.

Dussault (2006) is on personality traits and job embeddedness among high school teachers in France. The respondents involved were 279 female and 208 male teachers with the mean age of 40.4 years. Findings show that there is a significant and positive correlation between extraversion and conscientiousness while openness to experience is significantly not correlated with job embeddedness. Bogler and Somech (2004) examine the big five personality and job embeddedness among 983 teachers. Results show that only extraversion has a positive relationship with job embeddedness while neuroticism agreeableness, openness to experience and conscientiousness have negative relationship with job embeddedness. Another study conducted by Allameh, Amiri and Asadi (2011) find no significant relationship on any of the personality traits and job embeddedness among Mazandaran Regional Water Organisation. This finding is supported by Beauregard (2012) who examines personality as predictor of OCB which is a mechanism for staying on a job. The data for the study is based on total of 223 public sector employees in the United Kingdom. Results show that personality predict more participation in citizenship behaviour, but only for men. Women appear to carry out citizenship behaviour regardless of how confident they feel in being able to perform successfully.

2.2.iii Summary of the Literature Reviewed

From the available literature reviewed in this study, it is evident that job embeddedness is a positive variable needed by every organisation to make its employees achieve the organisations objectives. Despite the various benefits of job embeddedness in the workplace, many challenges associated with it. Various factors such as job performance, organisational climate, and organisational justice have been linked in the literature to be an antecedent of job embeddedness. Despite these findings, employees still find it challenging to be embedded on their job. Also, in the literature mixed result have also been discovered, for instance, Okafor (2013) finds no significant influence on any of leadership style (autocratic, democratic and lassie-faire) on job embeddedness while Harris, Wheeler and Kacmar (2011) find that high quality of leader-employee exchange made a statistically significant contribution to employee organisational job embeddedness. Furthermore, there are also few or no studies that have investigated job embeddedness among Nigerian employees in the reviewed literature.

3.1 Methodology

3.1.i Research Design

This study adopted a descriptive survey research design. This research design is considered appropriate because it helps to establish a pattern of prediction between the variables of interest and provides a numeric description of the sample of the population. The independent variables in this study were leadership style and personality traits, while the dependent variable was job embeddedness.

3.1.ii Study Population

The population for this study is constituted of employees working in the Ibadan Electricity Distribution Company (IBEDC). This company covers seven states in Nigeria, namely: Oyo State, Osun State, Ogun State, Kwara State and some parts of Niger, Kogi and Ekiti States. 748 is the estimate of the population of the employees working in the regional offices covered by Ibadan Electricity Distribution Company (IBEDC). This consists of 499 males while the females' population is 249. 613 are junior employees while 135 are senior employees according to the information gathered from their headquarters in Ibadan.

3.1.iii Sample and Sampling Procedure

The study adopted a multi stage sampling technique. Four regional offices in four states namely; Oyo State, Osun State, Ogun State, and Kwara State were purposively selected.

This is because the organisation has full jurisdiction in four states and only shares distribution in the remaining three states. Also, there is a higher concentration of permanent staff in these regional offices covered by the Ibadan Electricity Distribution Company. The sample size was selected using Yemane (1964) formula to determine the sample size of this study. The sample size consists of 261 participants from the population of seven hundred and forty-eight (748) employees. The selection of the number of junior and senior respondents along various regional offices across the states was based on the stratified sampling techniques. The population of Oyo regional staff was 217, Osun staff strength is 189, Ogun regional offices has a population of 176 while Kwara regional offices has a population of 166 totalling 748 employees. A proportionate calculation was used to select 121 from Oyo regional offices, 64 respondents from Osun, 41 respondents from Ogun while 35 respondents were selected from Kwara state. The study participants consist of two hundred and sixty-one. The age distributions of the participants range from 30 to 50 years with a mean age of 43.27 years and standard deviation of 7.71. The respondents' gender reveals that 167 (65.0%) males and 94 (36.0%) females. This shows that the respondents are male dominated.

3.1. iv Research Instruments

The research instrument used for the collection of data for this study was a questionnaire. This was divided into four sections comprising three standardized scales, and the socio-demographic data of the respondents.

3.1.iv (a) Personal Information Data

This section contains a five-item scale which sought information on respondents' socio-demographic characteristics. These included: age, gender, marital status, educational qualification, religious affiliation and years of service. Information on these variables helped provide a better understanding of how these demographic factors contribute to employees' job embeddedness.

3.1.iv (b) Leadership Style Scale (LSS)

The concept was measured using the 18-item Leadership Style Scale developed by Oytes (2014). This scale was adopted for use in this study. This scale has three subscales namely: Autocratic, Democratic and Laissez-faire. Items 1, 4, 7, 10, 13 and 16 measured the domain of Autocratic or Authoritarian leadership, items 2, 5, 8, 11, 14 and 17 measured the domain of Democratic Leadership, while items 3, 6, 9, 12, 15 and 18 measure the domain of Laissez-faire Leadership. Some of the items on the scale are introduced with such statements as "It is the leader's job to help subordinates find their passion", and "It is fair to say that most employees in the general working population are lazy". The leadership style scale adopts 5-point Likert format of "Strongly Agree=5, Agree=4, Undecided=3, Disagree=2 and Strongly Disagree=1. Individuals with low scores on this scale indicated a very low range dominance in any style of leadership while individuals with high scores indicated high dominance in any of the leadership style. The author records alpha coefficient of 0.65 and split half reliability coefficient of 0.57 for the scale. This scale has been used widely in Nigeria. For example, Chris and Ukaidi (2016) used this scale among managers, and showed alpha coefficient of 0.90.

3.1.iv (c) Big Five Personality Inventory (BFI)

This section was measured using 44 items Big Five Personality Inventory developed by John and Srivastava (1999). This scale has five subscales namely: Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience. Item 1, 6R, 11, 16, 21R, 26, 31R and 36 measured the sub-domain of Extraversion, items 2R, 7, 12R, 17, 22, 27R, 32, 37R and 42 measured the dimension of Agreeableness, items 3, 8R, 13, 18R, 23R, 28, 33, 38 and 43R measured the domain of Conscientiousness, items 4, 9R, 14, 19, 24R, 29, 34R and 39 measured Neuroticism, while 5, 10, 15, 20, 25, 30, 35R, 40, 41R and 44 measured Openness to experience. The scale has a response format of 5-point scale ranging from 1- disagree strongly, 2- disagree a little, 3- neither agree nor disagree, 4- agree a little, and 5- agree strongly. Sample item in the inventory is:

"I see myself as someone who" and each item on the scale was rated on a five-point ranging from 1 (disagree strongly) to 5 (strongly agree) to indicate the degree to which the item describes them. High scores on any of these traits means high traits while low score on any trait indicates low traits. The author of the scale reports alpha coefficient for the overall scale as 0.83. The author also reports Cronbach's Alpha for each of the sub scales 0.88 for Extraversion, 0.79 for Agreeableness, 0.82 for Conscientiousness, 0.84 for Neuroticism and 0.83 Openness to experience. In Nigeria, Abioye (2016) reported a Cronbach's Alpha of $\alpha = .80$ for the full scale of personality using this scale.

3.1. iv (d) Job Embeddedness Scale

Job embeddedness was measured using an 18-item job embeddedness scale developed by Holtom and Mitchell (2006) which was adapted from the Mitchell and Lee (2001). Job Embeddedness Scale, consisting of 40 items. The scale was originally developed with 21 items but 18 items were retained because three items from the 21-item measure contained “Yes” and “No” questions and therefore do not fit into the five point Likert scale. From the eighteen items retained, three items represent each of the three first order dimensions: fit, link and sacrifice in relation to organisational embeddedness and community embeddedness respectively. Respondents were asked to provide a rating from strongly disagree (1) to strongly agree (5). Individuals with high scores on this scale exhibit a higher level of embeddedness on the job while individuals with low scores indicate a lower level of embeddedness on the job. Holtom *et al.* (2006) found a very strong product moment correlation between the long and short versions ($r = .92$) and no differences in the amount of variance in turnover explain by either form of the predictor instruments. Felps *et al* (2009) also used the short version of the 18-item scale and get a reliability coefficient of 0.86.

3.1 v Data Collection Procedure

First, a letter of introduction was collected from the Department of Psychology, Obafemi Awolowo University which introduced the researcher to the study settings. The researcher sought permission from the head office and the four regional offices before administering questionnaire on the selected participants. The researcher also obtained participant’s informed consent, and assured the participants on the confidentiality of the study before administering the questionnaire. The participants were informed of the purpose and objectives of the study and its seriousness. Directions on how to complete the questionnaire were also given by the researcher. The researcher assured participants that their responses would be treated anonymously. The instruments were distributed to the participants through the help of a research assistant and afterward, a total of 300 questionnaires were distributed, out of which 267 were duly completed from 286 that were eventually retrieved. However, 261 of the instruments which were fully completed were used for the analysis, because this is the figure derived from the formula template for the study. The fieldwork and data collection process the staffs of Ibadan Electricity Distribution Company from four states within Nigeria spanned almost 6 weeks.

3.1 vi Method of Data Analysis

Descriptive and inferential statistics were employed for the analysis of the data. Descriptive statistic was used to describe the socio-demographic variables while inferential statistic was used to test the hypotheses for the study. The first two hypotheses were tested using linear regression analysis, while the third hypothesis was tested using multiple regression. All hypotheses at .05 level of significance.

4.1 Results

4.1.i Hypothesis One: Leadership Styles will not significantly predict job embeddedness among employees of Ibadan Electricity Distribution Company.

Table 1: Linear Regression Analysis of Job Embeddedness by Leadership Styles

	β	Std. error	t	p	R ²	Adj.R ²	F-al
(Constant)	25.57	3.94	6.47	0.01	.24.9	0.24	85.81
Leadership	0.60	0.06	9.26	0.01			

Table 2: Summary of Multiple Regression Analysis Showing the Influence of Leadership Style on Job Embeddedness

Predictors	B	t	P	R	R ²	F	p
Autocratic	0.26	3.42	<.05				
Democratic	0.14	1.95	>.05	0.52	0.27	31.07	<0.05
Lassie-faire	0.21	2.97	<.05				

Table 1 analysis shows that leadership styles accounted for 24.9% of the variation in the job embeddedness as shown by r^2 of 0.24. It can be seen that leadership styles significantly predict job embeddedness of the respondents [$F(1,259) = 85.81; p < .05$]. Based on the above, the hypothesis that leadership styles will not significantly predict job embeddedness of employees is rejected in favour of alternative hypothesis that leadership styles will significantly predict job embeddedness among employees of Ibadan Electricity Distribution Company. Further examination of the results in Table 2, shows that autocratic leadership style ($\beta = 0.26; t = 3.42; p < .05$) and *laissez faire* leadership styles ($\beta = 0.21; t = 2.97; p < .05$) significantly predict job embeddedness among employees of Ibadan Electricity Distribution Company, whereas democratic leadership style ($\beta = 0.14; t = 1.95; p > .05$) is not a significant predictor.

4.1.ii Hypothesis Two: Personality Traits will not Significantly Predict Job Embeddedness among Employees of Ibadan Electricity Distribution Company. The result of the analysis is presented in table 3.

Table 3: Linear Regression Analysis of Job Embeddedness by Personality

Variables	Beta	Std.error	t-val	P-val	R ²	Adj.R ²	F-val
(Constant)	20.04	4.56	4.39	.000	.24.8	.24	84.40
Personality	.28	.031	9.18	.000			

The analysis in Table 3 reveals that personality traits account for 24.8% of the variation in the job embeddedness of employees as demonstrated by r^2 of 0.248. The analysis shows that personality traits significantly predict job embeddedness of employees in Ibadan Electricity Distribution Company [$F(1,256) = 84.40; p < .05$]. Based on the above, the hypothesis that personality traits will significantly predict job embeddedness of employees is rejected in favour of alternative hypothesis that personality traits will significantly predict employees' job embeddedness.

Table 4: Summary of Multiple Regression Analysis Showing the Influence of Personality Traits on Job Embeddedness

Predictors	β	t	P	R	R ²	F	P
Extraversion	.19	1.91	>.05				
Agreeableness	-.23	-2.09	<.05	.53	.28	19.81	<.05
Conscientiousness	.23	2.32	<.05				
Neuroticism	.07	.60	>.05				
Openness to experience	.28	2.73	<.05				

Further examination of the results in Table 4, show that agreeableness ($\beta = -0.23; t = -2.09; p < .05$), conscientiousness ($\beta = 0.23; t = 2.32; p < 0.05$) and openness to experience ($\beta = 0.28; t = 2.73; p < .05$) significantly predict job embeddedness of employees. Whereas, extraversion ($\beta = 0.19; t = 1.91; p > .05$) and neuroticism are not significant predictors. It also reveals that conscientiousness and openness to experience predict employees' job embeddedness more than agreeableness as shown by negative prediction.

4.1.iii Hypothesis Three: There will be no joint prediction of personality traits and leadership styles on job embeddedness among employees of Ibadan Electricity Distribution Company. The study adopts multiple regressions analysis to test the hypothesis at 0.05% level of significance.

The respondents' level of Job Embeddedness is regressed on personality traits and leadership style which are the predictor variables. The result of the analysis is presented in table 5.

Table 4.3: Summary of Multiple Regression Analysis Showing the Combined Influence of Leadership Style and Personality Traits on Job Embeddedness

Predictors	β	t	P	R	R ²	F	P
Leadership Style	.31	4.71	<.05				
Personality Traits	.31	4.65	<.05	.56	.31	56.76	<.05

The results in table 5 reveal that personality traits and leadership styles account for 31% of the variation of the job embeddedness as shown by r^2 of 0.31. This implies that combination of personality traits and leadership styles significantly predict employees' job embeddedness [$F = (2,255) = 56.76; p < .05$].

Based on the above analysis, the hypothesis that there will be no joint prediction of personality traits and leadership styles on job embeddedness of employees is rejected in favour of alternative hypothesis that there will be a joint prediction of personality traits and leadership styles on job embeddedness of employees.

5.1 Discussion of Findings

The purpose of this study is to determine the extent to which organisational and personality factors independently and jointly predict job embeddedness among employees of Ibadan Electricity Distribution Company; Nigeria. The first finding reveals that leadership styles significantly predict job embeddedness among employees of Ibadan Electricity Distribution Company. The result further shows that autocratic and laissez-faire dimensions of leadership styles predict job embeddedness. The finding implies that the leadership style adopted in Ibadan Electricity Distribution Company affects job embeddedness among the staff of this organisation. The finding is consistent with the study of Ahmad, Abdul Majid and Zin (2015) that autocratic leadership styles and *laissez-faire* leadership style have significant influence on work embeddedness. The findings are also in agreement with the findings of Jimoh, Olayide and Oyeniran (2012) in their study which examined the influence of leadership styles on job embeddedness and in which it is revealed that autocratic and laissez-faire styles of leadership influence job embeddedness among the sampled respondents.

Another study that also corroborates this finding is that of Ojokuku, Odetayo and Sajuyigbe (2012), who investigated the impact of leadership styles on organisational embeddedness among bank workers in Ibadan. However, the finding of this study is in contrast to the study carried out by Okafor (2013) who investigated leadership styles on job embeddedness and revealed no significant influence of any of the leadership styles (autocratic, democratic and *lassie-faire*) on job embeddedness. Sharing this view, Dosunmu and Olusanya (2011) also reported no significant relationship among the three dimensions of leadership: autocratic, democratic and *lassie-faire* on work embeddedness. A probable reason for this contradiction may not be unconnected with the organisational structure of the Ibadan Electricity Distribution Company where every distribution company is headed by a superior who is more experienced, highly disciplined and a bit flexible in the organization. This may allow such leader to make decisions or explain how a task will be executed and; in this situation, the leader allows fellow employees to execute such a task. Thus, employees react favourably to this leadership style such that they are willing to stay on the job for a long period of time.

The second hypothesis which states that personality traits will not significantly predict job embeddedness also was not supported. The finding however, reveals that personality traits significantly predict job embeddedness. It was observed from further analysis that agreeableness, conscientiousness and openness to experience traits predict job embeddedness. The finding indicates that this study is in line with the study carried out by Gong and Chow (2014) who investigated the relationship between job embeddedness and the Big Five personality dimensions (Extraversion, Neuroticism, Agreeableness, Conscientiousness, and Openness to Experience) and the three dimensions of job embeddedness (fit, links, and sacrifice). The result implies that employees' perception of Job Embeddedness has something to do with their personality make-up especially employees with agreeableness, conscientiousness and openness to experience traits. This finding also receives support from the study of Ones, Viswesvaran and Schmidt (2010) which reveals that conscientiousness, along with agreeableness and emotional stability are related to Job Embeddedness towards an organisation. This finding is consistent with the findings of Nafei (2015), who investigated the relationship between five factor personality and Job Embeddedness among Sadat City University workers. The result showed that extraversion, agreeableness and conscientiousness have a positive relationship with fit, sacrifice and link dimension of Job Embeddedness among the sampled respondents. Other studies that demonstrate relationship between personality traits and job embeddedness includes Felps *et al.* (2009); Lee and Maurer (2010); Hertz and Donovan (2000).

By implication, it can be deduced that agreeableness, conscientiousness and openness to experience traits predict an employee's Job Embeddedness than any other traits. The plausible reason for these findings could be the heterogeneous nature of the Ibadan Electricity Distribution Company workers; that is, the workers have different personality makeups which often impacts how they interpret their work situation, and this interpretation often shapes their behaviour.

This can be seen when an employee with low conscientiousness trait tends to be lazy at work and less motivated to work, which invariably affects such employee's willingness to stay longer in the organisation because of fear of facing fresh challenges elsewhere. Also, employees that exhibit low agreeableness traits lack social interaction and also remain uncooperative with people in the organisation and this could deter such employees from remaining on the job for a long time.

The result of the third hypothesis which states that there will be no joint prediction of personality traits and leadership styles on job embeddedness was not confirmed by the findings of the study. On the contrary, both personality traits and leadership styles jointly predict job embeddedness among respondents. The findings of the study imply that the combination of employees' perception of personality traits and leadership styles measure put up in the Ibadan Electricity Distribution Company organisation affect employees' job embeddedness. The finding of this study is in line with the study of Burke (2003) which asserts that the basic determinants of job embeddedness among employees are leadership behaviours and personality traits. The finding also receives support from the study of Ahmad, Abdul Majid and Zin (2015) which established that leadership style and personality have joint influence on work embeddedness among respondents. In the same vein, Deshpande (2005) finds that leadership style and personality trait have a combined effect on job embeddedness among school teachers. Similarly, the study of Somech and Drach-Zahavy (2000) which is focused on leadership style and personality trait on job embeddedness, also found that both variables have joint influence on job embeddedness. Other scholars who demonstrate joint influence of both variables on job embeddedness include, Lee-Baggeley, Preece, and DeLongis, (2005); Lauterbach and Vrana (2001).

5.2 Conclusion

The study investigated the extent to which leadership styles and personality traits predict job embeddedness among employees of Ibadan Electricity Distribution Company, Nigeria. Based on the findings of the study, the following conclusions were drawn. It was concluded that dimensions of personality traits such as agreeableness, conscientiousness and openness to experience predicts job embeddedness while extraversion and neuroticism do not significantly predict job embeddedness. It is further concluded that autocratic and *laissez-faire* dimensions of leadership styles predict job embeddedness while democratic style do not predict job embeddedness. Finally, it was concluded that both leadership styles and personality traits have a combined influence on job embeddedness among employees of Ibadan Electricity Distribution Company, Nigeria.

5.3 Limitation of the Studies

Despite the relevant results and strengths of the study, the study is not without its limitations. Firstly, any study carried out within a specific scope of study always has the problem of generalization which this study also has as limitation. The findings of this study should be generalized with caution because apart from the fact that the sample size is relatively small, it is limited to just four regional offices of Ibadan Electricity Distribution Company. Secondly, the use of self-report measures to obtain relevant data from the participants of the study is also a major limitation because self-report data are often problematic as many people are more concerned with social desirability than with the truth. Thirdly, the attitude of respondents toward the filling of the questionnaire used to gather data for the study was also a major challenge. It took the participants several days to fill and return the questionnaire as they claimed they were too busy to fill the questionnaire. Finally, another limitation experienced at the gathering stage was the inability to get ample local literature on the concept of job embeddedness.

5.4 Recommendations

Based on the results of this study, this researcher recommends that: It is essential for the management of Ibadan Electricity Distribution Company to employ effective organisational practices that will put in place reliable leadership styles that will guarantee employees' job embeddedness in their workplace.

There is need for human resource managers and the management of Ibadan Electricity Distribution Company to give serious attention to job embeddedness of employees with special attention to the personality trait exhibited by their employees. This will enhance and motivate employees to be embedded on their job and also improve the quality of service delivery in the organisations.

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