

**Effect Of Transformational Leadership on Employees Work Embeddedness in the Nigeria Immigration Service, FCT Command, Abuja**

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**DOI:** <https://doi.org/10.70118/ajbam-03-2025-119>

**ABSTRACT**

*The study examined the effect of transformational leadership on employees work embeddedness in the Nigeria Immigration Service Abuja. It used primary data; the primary data used was derived from questionnaire administered to the respondents. The study adopted descriptive survey research design. The population of the study was estimated at 1,660 employees comprises of Officers and Men, and the sample size was 310 according to Krejcie and Morgan table. Simple random sample technique was adopted while primary source of data was used, and method of data collection was through questionnaire. The method of data analysis was through regression analysis by SPSS software and tested the formulated hypotheses at 5% level of significance. The study revealed that work engagement has significant effect on employees' job links in the Nigeria Immigration Service. It concluded that employee engagement acts as an emotional, cognitive, and behavioural state of being fully involved and committed to one's work. The study recommended that the Nigeria Immigration Service should engage its employees in the areas of collaboration, by setting goals and develop plans for growth and development.*

**Keywords:** Intellectual Stimulation, Job Fits, Transformational Leadership, Work Engagement, Work Embeddedness.

**1.0 INTRODUCTION**

Globally, leadership plays a crucial role in shaping employee engagement, organizational stability, and overall performance. Across different industries and sectors, leadership effectiveness has been a central focus in research and practice due to its significant impact on employee retention, motivation, and job satisfaction. Transformational leadership, in particular, has been widely studied for its ability to inspire and influence employees, fostering higher levels of commitment and reducing turnover rates (Deichmann, 2025; Wells & Peachey, 2021). Studies have shown that transformational leaders drive organizational success by encouraging innovation, enhancing employee morale, and creating a culture of long-term commitment (Sow, 2016). On the other hand, transactional leadership follows a "carrot-and-stick" approach, using rewards and punishments to ensure compliance, which can enhance

employee performance but may not always foster long-term engagement (Fletcher, 2019).

In recent years, organizations worldwide have increasingly focused on employee embeddedness, a strategic concept that explains why employees stay within organizations. Employee embeddedness encompasses factors such as job satisfaction, social ties, and perceived career growth opportunities, which influence an employee's decision to remain in an organization (Aboobaker, 2019; Mitchell, 2021). Employees with strong embeddedness are less likely to leave their jobs, as they have developed significant personal and professional connections within their workplace (Holtom, 2024). Research highlights that transformational leadership directly contributes to job embeddedness by promoting work engagement, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Jiang, 2017).

In Africa, leadership challenges persist across public and private sector organizations, affecting workforce stability and efficiency. Many organizations struggle with high employee turnover due to ineffective leadership, lack of motivation, and weak organizational structures. This issue is particularly evident in Nigeria, where public sector institutions, including security agencies, face retention challenges due to leadership inefficiencies, inadequate motivation, and job dissatisfaction. Leadership styles play a critical role in shaping job embeddedness and retention within government agencies, influencing workforce stability and operational effectiveness.

In the Nigerian context, the Nigeria Immigration Service (NIS) is a vital security institution responsible for border control, migration management, and national security. However, like many public sector organizations, the NIS faces challenges related to employee retention and engagement, which can affect its operational efficiency. The leadership styles adopted within the NIS significantly impact employees' job embeddedness, commitment, and long-term retention.

Employee turnover remains a persistent challenge for organizations, particularly in public sector institutions where retaining skilled personnel is crucial for operational efficiency. Voon et al. (2011) assert that the cost of recruiting and developing a replacement employee can amount to half of the departing worker's annual salary. Gao (2020) further establishes a significant correlation between leadership style and employee job satisfaction, emphasizing that leadership traits such as personalized development and employee engagement can significantly reduce turnover intentions. Similarly, Zheng (2009) concludes that job dissatisfaction is a key driver of employee turnover, highlighting that unmet employee expectations lead to diminished retention rates. While previous research confirms the relationship between turnover intention and low job satisfaction, it is also

evident that employees who express a desire to leave do not always follow through, which can have adverse effects on workplace morale and productivity.

In the Nigeria Immigration Service (NIS) Abuja Headquarters, leadership challenges such as ineffective communication, lack of inspirational motivation, and inadequate intellectual stimulation contribute to employees' disengagement. Operationally, these challenges manifest in bureaucratic inefficiencies, resistance to change, and low employee commitment, affecting service delivery. Employees often struggle with unclear career progression pathways, insufficient support for professional development, and a rigid command structure that stifles innovation. These factors contribute to weak job embeddedness, characterized by poor job links, reduced person-organization fit, and minimal personal sacrifices associated with remaining in the organization.

Despite the recognized role of transformational leadership in improving employee retention, there is limited empirical research on its effect on work embeddedness within the NIS. Specifically, it remains unclear how transformational leadership influences employees' job links, organizational fit, and perceived sacrifices. This study seeks to examine the impact of transformational leadership on employees' work embeddedness in the Nigeria Immigration Service, Abuja Headquarters, providing insights into the leadership strategies that can enhance job commitment and retention. In order to actualize the objectives of this study, the following research questions were observed:

- i. To what extent does work engagement affect employees' job links in the Nigeria Immigration Service?
- ii. How does intellectual stimulation affect employees' job fits in the Nigeria Immigration Service?
- iii. To what degree does Inspiring motivation affect employees' job

sacrifice in the Nigeria Immigration Service?

## 2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### Conceptual Review

Transformative leaders motivate their adherents to seek purpose in work and influence is contingent on one's level of JE as deep links encourage people to stay put (Ng, 2007; Salawudeen and Suleiman, 2025). Atlassian (2024) defines transformational leadership as leadership that seeks to move beyond self-interest to promote positive change within individuals, teams, and companies. Similarly, National University (2025) described transformational leadership as style that boosts employee engagement and satisfaction while motivating workers to surpass performance expectations. Bass and Riggio (2006) stated that transformational leadership is a leadership style that inspires and motivates employees to build a creative work culture.

Work engagement is a crucial factor in organizational performance and employee retention. Zahari and Kaliannan (2023) define work engagement as "a positive and fulfilled work-related state of mind, characterized by vigor, dedication, and absorption" (p. 2). Similarly, Vyas (2025) describes employee engagement as the emotional, cognitive, and behavioral state of being fully involved and committed to one's work.

Transformational leadership plays a critical role in fostering work engagement by inspiring employees, enhancing their intrinsic motivation, and creating a supportive work environment. Leaders who exhibit transformational qualities—such as individualized consideration, inspirational motivation, intellectual stimulation, and idealized influence—enhance employees' sense of purpose and job fulfillment (Zahari & Kaliannan, 2023; Salawudeen and Suleiman, 2025). When transformational leaders communicate a compelling vision and actively

invest in their employees' development, they strengthen employees' vigor, dedication, and absorption in their roles. Furthermore, empirical studies suggest that transformational leadership positively correlates with higher levels of job engagement, as employees feel more valued, empowered, and committed to their organizational goals (Vyas, 2025).

Fiveable. (2024) intellectual stimulation is a leadership behavior that encourages creativity, critical thinking, and problem-solving among team members. It inspires individuals to challenge the status quo and explore new ideas, promoting an environment where innovation thrives. This approach empowers followers to think independently and collaboratively, enhancing their engagement and commitment to organizational goals. Chukwuma and Zondo (2024) intellectual stimulation is a leadership behavior that encourages followers to challenge their own beliefs and values, as well as those of the leader and the organization. This approach fosters innovation and creativity by encouraging new perspectives and problem-solving strategies.

Inspirational motivation is a leadership approach that inspires and motivates followers through a compelling vision and enthusiastic communication (Vyas, 2025). This involves articulating a clear and appealing vision of the future that encourages followers to commit to achieving shared goals. Leaders who exhibit this trait energize their teams, fostering a sense of purpose and optimism, which is critical in both transformational and charismatic leadership styles (Fiveable. 2024). Sikalieh et al. (2023) describe it as a leadership behavior that "encourages followers to challenge their own beliefs and values, as well as those of the leader and the organization," fostering innovation and creativity by promoting new perspectives and problem-solving strategies.

Work embeddedness is a collection of influences that might entice professionals to get invested in the corporation (Mitchell, 2011; Abdullahi et al., 2025). Employee work embeddedness refers to a set of factors that work together to keep people from leaving or

abandoning their professions (Holtom, 2004). Mitchell and colleagues were the first to articulate JE with the intent of enhancing conventional employee attrition assumptions. JE also emphasizes that if an organization's ability to attract people is better, individuals are more likely to remain in the workforce rather than depart. As a result, JE can help to reduce attrition. The concept of work or unemployment has a substantial impact on an individual's quality of work life. When professionals are deeply engaged in their occupations, they develop a strong linkage with the company that increases their interest in the firm.

In the context of employee work embeddedness, "links" refer to the formal or informal connections an employee has with other individuals, teams, or groups within the organization. These connections can be social, psychological, or financial, encompassing relationships with coworkers, participation in teams, and involvement in organizational activities. The greater the number of these links, the more embedded an employee becomes, increasing their likelihood of staying with the organization (Mitchell, et al., 2001; Salawudeen and Suleiman, 2018).

In the context of employee work embeddedness, job fit refers to an employee's perceived compatibility or comfort with their organization and environment. This concept is a key component of job embeddedness theory, which examines factors that influence an employee's decision to remain with their organization. Specifically, job fit assesses how well an individual's personal values, career goals, and plans align with the corporate culture and the larger community. A strong alignment suggests that an employee feels professionally and personally connected, thereby increasing their embeddedness within the organization (Mitchell, 2001; Salawudeen and Suleiman, 2018).

In the context of employee work embeddedness, job sacrifice refers to the perceived material and psychological benefits an employee would forfeit upon leaving their

current organization. This concept encompasses both organizational and community aspects: Organizational Sacrifice: Losses related to leaving the company, such as health and retirement benefits, coworker relationships, advancement opportunities, and job security. Community Sacrifice: Losses associated with relocating, including community ties, local amenities, and leadership roles within the community (Mitchell, 2001).

### **Theoretical Framework**

Transformational Leadership first introduced by Burns (1978) and further developed by Bass and Riggio (2006), transformational leadership refers to behavioural efforts to inspire individual employees by activating their higher order needs (Hartley et al. 2019). A broad study conducted by Alatawi (2017; Salawudeen and Suleiman, 2025) found that a negative correlation exists between transformational leadership and turnover intention. This suggests that leaders who foster transformational behaviours can expect an increase in employee retention, improved performance and a reduction in costs. Similarly, Vinno (2020) found that productivity and job satisfaction have a strong relationship with low turnover intention and as a result of transformational leadership the employee feels that they have a vested interest in the organisation.

This study underpinned the transformational leadership theory as theoretical base despite being the major variable, because it enhanced motivation and Intellectual stimulation to the organisation as products of four behavioural characteristics which are unique but inter-related that construct transformational leadership. Rothfelder (2012) states that leaders who employ one or more of these components achieve better performance. Bass and Avolio (1995) identify these four components of transformational leadership: 1. Idealised influence is broken into idealised 'behaviour' and idealised 'attribution,' which refers to leaders who gain follower commitment by creating a sense of admiration and loyalty. This relationship is used to foster commitment to achieving a common objective. 2. Inspirational



motivation describes a leader who stimulates the motivation of followers outside their presumptions in order to achieve both personal and organisational goals through the communication of an appealing vision. 3. Intellectual stimulation refers to the empowerment of followers in the problem-solving process, encouraging followers to solve problems using creativity and innovation. 4. Individualised consideration refers to a leader who pays attention to well-being and concerns on an individual basis. This can be displayed through empathy, mentorship and coaching with the goal of developing the skillset of the individual follower.

### **Empirical Review**

Khalid, et al. (2021) evaluated how transformational leadership can increase job embeddedness in their employees that persuade them to stay in their organization and how this relationship is contingent upon the job characteristics. They Sampled 328 useable responses for analysis. Questionnaires were distributed to the employees who are working in different Pakistani organizations. Regression analysis was used to test for hypotheses. The findings support that there is a significant impact of transformational leadership for shaping job embeddedness, and the results endorsed the role of job characteristics as a moderator in describing the relationship of transformational leadership and job embeddedness. Transformational leaders would motivate employees to work together in productive manners in challenging work settings. The study considered different Pakistani organizations, which is too large, the study would have considered a specific organization.

Yang, et al. (2020) examine the impacts of transformational leadership and employee proactive personality on service performance, the mediation role of organizational embeddedness and the synergies of transformational leadership and proactive personality within the proposed framework. Data was collected following a time-lagged research approach. The study sample included

218 frontline employees and their supervisors from ten carefully selected five-star hotels in China. Structural equation modeling was employed for the data analysis. The findings revealed that transformational leadership and proactive personality had positive effects on task performance and contextual performance via organizational embeddedness. The interactive influences of transformational leadership and proactive personality on task performance and contextual performance were found significant and negative. The reviewed study selected five-star hotels in China; this study will consider the case in Nigeria immigration service in Abuja. Structural equation modeling was used for data analysis while this study considers simple regression.

Welty, et al (2014) explored the influence of transformational leadership, organizational commitment, job embeddedness, and job search behaviors on voluntary turnover intentions among senior administrators in intercollegiate athletics departments in the USA. In total, 196 senior athletic administrators completed an online questionnaire assessing transformational leadership of the athletic director, organizational commitment, job embeddedness, job search behaviors, and voluntary turnover intentions. A model of turnover intentions was tested using structural equation modeling. Results indicated that organizational commitment did not mediate the relationship between transformational leadership and job search behaviors, nor did job search behaviors mediate the relationship between organizational commitment and turnover intentions. However, job embeddedness moderated the relationship between organizational commitment and job search behaviors. The reviewed study considered intercollegiate athletics departments in the USA while this current study looked at the case in Nigeria immigration service in Abuja. Moreso the population of total, 196 senior athletic administrators completed used is too small for a study of the nature.

Zheng's (2009) evaluated *Transformational Leadership and Employee Turnover Intention*

in the Chinese Retail Setting, adopted a quantitative research design and used structural equation modeling (SEM) for data analysis. The study focused on employees in the Chinese retail industry, although the exact sample size was not specified, with the population drawn from several retail outlets. SEM was employed to test the relationship between transformational leadership and employee turnover intention. The study concluded that transformational leadership had a negative relationship with turnover intention, suggesting that leaders who inspire and motivate employees can reduce the likelihood of turnover. However, Zheng study provided a gap in the literature concerning how transformational leadership influences various aspects of employee embeddedness, such as job links, job sacrifices, and job fits. This gap is addressed in the current study, which applies simple regression analysis and explores how work engagement, intellectual stimulation, and inspiring motivation impact these aspects of employee embeddedness in the Nigeria Immigration Service.

### Literature Gaps

Transformational, transactional and laissez-faire leadership styles have been discussed by many authors in recent history. Khalid, et al. (2021) evaluated how transformational leadership can increase job embeddedness in their employees that persuade them to stay in their organization and how this relationship is contingent upon the job characteristics considering different Pakistani organizations, while Yang, et al. (2020) examine the impacts of transformational leadership and employee proactive personality on service performance in selected five-star hotels in China; Welty, et al (2014) explored the influence of transformational leadership, organizational commitment, job embeddedness, and job search behaviors on voluntary turnover intentions among senior administrators in intercollegiate athletics departments in the USA using Structural equation modeling for data analysis while Zheng's (2009) study on the Chinese retail setting found that transformational

leadership was linked to lower turnover intention using Structural equation modeling was used for data analysis; however there is a gap in the literature and this study fills the mythological gaps by adapting simple regression and relating to the Nigeria Immigration Service which this study explored in terms of work engagement, intellectual stimulation and inspiring motivation and how it affects job links, job sacrifices and employees job fit.

### 3.0 METHODOLOGY

This study adopted descriptive survey research design to obtain the necessary and relevant information from the respondents; regression analysis as well as explanatory variables, and/or qualitative in nature. It is descriptively justifiable in nature because the data collected, which was gotten from the high and low rank officers varies demographically in information, described a certain relationship between the two variables, the dependent and independent, to determine the level of effect of each variable.

The population of the study was estimated at 1,660 employees comprises of Officers and Men of Nigeria Immigration Service at FCT Command, Abuja. They were adopted based on the record available at the HR department. The table below shows the population distribution of employees available at the FCT Command of the Nigeria Immigration Service.

**Table 1**

NIS COMMAND	FCT	Population
Officer		500
Men		1, 166
Total		1,660

**Source:** HR. Department, (2025)

Due to the nature of the study, whereby questionnaire has to be administered to the total population of the employees available in the Nigeria Immigration Service, FCT Command, it was not possible to administer questionnaire to all the employees, therefore, the Krejcie and Morgan sample size determination techniques via Table was utilized (Krejcie and Morgan,

1970), a proportional sample of employees were obtained and the sample size was 310 according to Krejcie and Morgan table that was utilized (See appendix 1). Thus, below are the **Table 2**

proportion of Officers and Men sampled and the number of questionnaire administered to them for the study:

NIS FCT Command	Population	Proportion of Questionnaire Administered
Officers	500	$\frac{500}{1,660} \times \frac{310}{1} = 93$
Men	1166	$\frac{1,160}{1,666} \times \frac{310}{1} = 217$
<b>TOTAL</b>	<b>1,660</b>	<b>310</b>

**Source:** Researcher's Computation, (2025)

Simple random sample technique was adopted so that every respondent was given an equal chance of representation. This was made possible because all the members in the sampled under consideration were given equal chances of being selected as part of the sample size. The rationale for the adoption of this technique was because the simple random sampling technique gives every respondent an equal chance of representation without bias.

The source of data collection was carried out through the primary source. This was achieved through the distribution of questionnaire administered to the respondents.

The study collected its data from the use of Questionnaire administered to the entire employees available at the Nigeria Immigration office Headquarters, Abuja. The questionnaire was divided into two sections (i.e., section A and section B)

Section A contained personal data questions; Section B contained organizations data and questions of the area of research topic, while 5-point Likert scale (Strongly Agreed, Agreed, Undecided, Disagreed and Strongly Disagreed) were used. The research takes a probability sampling method of choosing its respondents in order to avoid bias.

### Theoretical Model

$$Y = \alpha + \beta_1 X_1 + e_i \dots \dots \dots 3.1$$

Where: Y =dependent variable (i.e., employees job links, employees work fits, employees' job sacrifices)

The data collected in this study was analyzed statistically by the use of frequency tables, percentage and regression analysis. The study employed descriptive statistics method for presenting and summarizing bio-data. Statistical instrument used for the research analysis mainly was inferential statistics, specifically regression analysis. Simple regression analysis was used to determine the effects and the relationship between the variables (Transformational leadership and employees work embeddedness). Data were analyzed using Statistical Package for Social Sciences (SPSS) version 21 which is a software tool for data analysis.

The assessment of the relationship between dependent and independent variables was performed using simple linear regression technique. The independent variable (Transformational leadership) was proxy by work engagement, intellectual stimulation and inspiring motivation while dependent variable (employees work embeddedness) was proxy by employees job links, employees work fits and employees' job sacrifices. The study considers linear regressions with the view that it would not only establish relationship between independent and dependent variables but provide the effect of their relationship.

$\alpha_0$  =intercept,

$\beta_i$ = coefficient of the independent variables

X = independent variable (work engagement, intellectual stimulation and inspiring motivation)

$\varepsilon$  =random error term. The empirical models are specified as:

$$EJL = \alpha + \beta_i WE + \varepsilon_i \dots\dots\dots 3.2$$

$$EWF = \alpha + \beta_i IS + \varepsilon_i \dots\dots\dots 3.3$$

$$EJS = \alpha + \beta_i IM + \varepsilon_i \dots\dots\dots 3.4$$

Where:

EJL= Eemployees' Job Links

EWF= Employees Work Fits

EJS= Employees' Job Sacrifices)

WE= Work Engagement

IS= intellectual stimulation

IM= inspiring motivation.

To ensure the reliability and validity of this study instrument, which is the questionnaire; pilot studies were carried out, one after the other. The test produced an acceptable Cronbach's Alpha outcome based on the administration of copies of questionnaire to a test group of 40 spread across the respondents.

Worthy of mention is the decision rule for the test of study instrument. The acceptable rule is that, when the Alpha value of an instrument falls below 0.6 that instrument is deemed invalid and unreliable, but if the value is above 0.6, that instrument is valid and reliable. The reliability results are presented in table 3.

**Table 3: Scale Reliability of Variables**

Main variables	Proxies	Alpha Values
Transformational Leadership	Work Engagement	0.77
	Intellectual Stimulation	0.79
	Inspiring Motivation	0.83
Employees Work Embeddedness	Employees Job Links	0.81
	Employees Job Fits	0.76
	Employees Job Sacrifices	0.88

Source: SPSS, version 21

## 4.0 RESULTS AND DISCUSSIONS

**Table 4: Descriptive Statistics of Respondents**

Demographic Variable	Category	Percentage (%)
Gender Distribution	Male	65%
	Female	35%
Age Distribution	Below 30 years	20%
	30-40 years	55%
	41-50 years	25%



<b>Years of Experience</b>	Less than 5 years	20%
	6-10 years	50%
	More than 10 years	30%
<b>Educational Qualification</b>	Diploma	25%
	Bachelor's Degree	60%
	Postgraduate Degree	15%

**Source:** SPSS, version 21

This table provides an overview of the demographic profile of the respondents, offering insights into the distribution of responses. In terms of gender distribution, 65% of the respondents were male, while 35% were female. Regarding age, the majority of respondents (55%) were aged between 30 and 40 years, 25% were between 41 and 50 years,

and 20% were below 30 years. In terms of years of experience, 50% of respondents had between 6 to 10 years of service, 30% had more than 10 years, and 20% had less than 5 years of experience. Finally, in terms of educational qualifications, 60% of the respondents held a bachelor's degree, 25% had a diploma, and 15% possessed postgraduate degrees.

### **Test of Hypotheses: Hypothesis One**

**H<sub>01</sub>:** Work engagement has no significant effect on employees' job links in the Nigeria Immigration Service

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 <sup>a</sup>	.520	.518	.0645

a. Predictor: (Constant) Work engagement

b. Dependent Variable: employees' job links in the Nigeria Immigration Service

Source: SPSS Output, Version 21

The model summary on Table 5: on the effect of Work engagement on employees' job links in the Nigeria Immigration Service. The correlation between the predictor and the dependent variable is positive at .867. The predictor accounted for .520 (52%) of the variance in employees' job links. Therefore, the

model exhibits good fit. This implies that about 52% of the variation was explained by work engagement, whereas variables not included in the model accounted for 48% which are either caused by random disturbances or exogenous variables outside the regression, therefore  $R^2$  is significant.

**Table 6: ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	55.732	1	55.732	134.261	.000 <sup>a</sup>
Residual	51.248	308	.166		
Total	106.980	309			

Predictors: (Constant) Work engagement

b. Dependent Variable: Employees' job links in the Nigeria Immigration Service

Source: SPSS Output, Version 21

The ANOVA table 6: above shows that the overall model is significant, considering the Sig. F Change value ( $F = 134.261$ ,  $P < .05$ ). The level of significance is .000. This shows that the model is good and fit for the study. Also, the significance implies that there was strong evidence that the regression model gave accurate predictions on the relationship

between IV and the DV. Given that the F-statistics probability is given as .000 which is less than .05 (5% level of significance) and as such the f-statistics is highly significant, this implies that we reject the null hypothesis that all parameters are insignificant and accept our alternative hypothesis that all parameters are significant.

**Table 7: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.451	.163		8.901	.000
Work Engagement	.693	.060	.721	11.590	.000

a. Dependent Variable: Employees' job links in the Nigeria Immigration Service  
Source: SPSS Output, Version 21

Table 7 shows the coefficient estimate which revealed that Work engagement is significant at  $P < 0.05$ . One percent (1%) change in Work engagement (WE) on the average will lead to an increase in employees' job links by .693 (69.3 %). However, this effect is statistically significant due to the low probability value of the parameter of 0.000 which is lower than 0.05 (that is 5% level of significance).

**Ho1:** Work engagement has no significant effect on employees' job links in the Nigeria

Immigration Service. From the model one, the F-statistics probability value of work engagement was given as .000 which is lower than 0.05 (5% level of significance). This implies that work engagement (WE) is statistically significant, thus we reject the null hypothesis.

## Hypothesis Two

**Ho2:** Intellectual stimulation has no significant effect on employees' job fits in the Nigeria Immigration Service.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 <sup>a</sup>	.475	.473	.674

a. Predictor: (Constant) Intellectual stimulation  
b. Dependent: Employees' job fits in the Nigeria Immigration Service  
Source: SPSS Output, Version 21

The model summary on Table 8: on the effect of Intellectual stimulation on Employees' job fits in the Nigeria Immigration Service.

The correlation between the predictor and the dependent variable is positive at .689. The predictor accounted for .475 (47.5%) of the variance in Employees' job fits. Therefore, the model exhibits good fit. This implies that about 47.5% of the variation was explained by

Intellectual stimulation, whereas variables not included in the model accounted for 52.5% which are either caused by random disturbances or exogenous variables outside the regression, therefore  $R^2$  is significant.

**Table 9: ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	50.812	1	50.812	112.461	.000 <sup>a</sup>
Residual	54.768	308	.178		
Total	105.580	309			

Predictors: (Constant), Intellectual stimulation

Dependent Variable: Employees' job fits in the Nigeria Immigration Service.

Source: Extracted from SPSS Output, Version 21

The ANOVA table 9: above shows that the overall model is significant, considering the Sig. F Change value ( $F = 112.461$ ,  $P < .05$ ). The level of significance is .000. This shows that the model is good and fit for the study. Also, the significance implies that there was strong evidence that the regression model gave accurate predictions on the relationship

between IV and the DV. Given that the F-statistics probability is given as .000 which is less than .05 (5% level of significance) and as such the f-statistics is highly significant, this implies that we reject the null hypothesis that all parameters are insignificant (zero) and accept our alternative hypothesis that all parameters are significant (different from zero).

**Table 10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.523	.0171		8.904	.000
Intellectual stimulation	.661	.062	.689	10.608	.000

a. Dependent Variable: Employees' job fits in the Nigeria Immigration Service

Source: SPSS Output, Version 21

Table 10 shows the coefficient estimate which revealed that intellectual stimulation is significant at  $P < 0.05$ . One percent (1%) change in intellectual stimulation (SD) on the average will lead to an increase in employees' job fits by .661 (66.1 %). However, this effect is statistically significant due to the low probability value of the parameter of 0.000

which is lower than 0.05 (that is 5% level of significance).

**Ho2:** Intellectual stimulation has no significant effect on employees' job fits in the Nigeria Immigration Service. From the model two, the F-statistics probability value of intellectual stimulation was given as 0.000 which is lower than 0.05 (5% level of significance). This

implies that intellectual stimulation (IS) is statistically significant, thus we reject the null hypothesis.

### Hypothesis Three

**Ho3:** Inspiring motivation has no significant effect on employees' job sacrifice in the Nigeria Immigration Service.

**Table 11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 <sup>a</sup>	.497	.495	.658

c. Predictor: (Constant) Inspiring motivation

Dependent Variable: Employees' job sacrifice in the Nigeria Immigration Service.

Source: SPSS Output, Version 21

The model summary on Table 11: on the effect of inspiring motivation on employees' job sacrifice in the Nigeria Immigration Service. The correlation between the predictor and the dependent variable is positive at .705. The predictor accounted for .497 (49.7%) of the variance in employees' job sacrifice. Therefore,

the model exhibits good fit. This implies that about 49.7% of the variation was explained by inspiring motivation whereas variables not included in the model accounted for 50.3% which are either caused by random disturbances or exogenous variables outside the regression, therefore  $R^2$  is significant.

**Table 12: ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	53.924	1	53.924	125.445	.000 <sup>a</sup>
Residual	52.056	308	.169		
Total	105.980	309			

Predictors: (Constant), Inspiring motivation

Dependent Variable: Employees' job sacrifice in the Nigeria Immigration Service

Source: SPSS Output, Version 21

The ANOVA table 12: above shows that the overall model is significant, considering the Sig. F Change value ( $F = 125.445$ ,  $P < .05$ ). The level of significance is .000. This shows that the model is good and fit for the study. Also, the significance implies that there was strong evidence that the regression model gave accurate predictions on the relationship

between IV and the DV. Given that the F-statistics probability is given as .000 which is less than .05 (5% level of significance) and as such the f-statistics is highly significant, this implies that we reject the null hypothesis that all parameters are insignificant (zero) and accept our alternative hypothesis that all parameters are significant (different from zero).

**Table 13: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.498	.168		8.916	.000
Inspiring motivation	.678	.061	.705	11.200	.000

a. Dependent Variable: Employees' job sacrifices in the Nigeria Immigration Service

Source: SPSS Output, Version 21

Table 13 shows the coefficient estimate which revealed that business inspiring motivation is significant at  $P < 0.05$ . One percent (1%) change in inspiring motivation (IM) on the average will lead to an increase in employees' job sacrifice by .678 (67.8 %). However, this effect is statistically significant due to the low probability value of the parameter of 0.000 which is lower than 0.05 (that is 5% level of significance).

**H03:** Inspiring motivation has no significant effect on employees' job sacrifice in the Nigeria Immigration Service. From the model three, the F- statistical probability value of inspiring motivation was given as 0.0000 which is lower than 0.05 (5% level of significance). This implies that inspiring motivation is statistically significant, thus we reject the null hypothesis.

From the outcome of the data analysis, it was obvious that transformational leadership (resulted from work engagement, intellectual stimulation and Inspiring motivation) has significant positive effects on employees work embeddedness (employees' job links, employees' job fits and employees' job sacrifice) in the Nigeria Immigration Service, Abuja.

The data analyzed from the questionnaire administered to the respondents and employees work embeddedness (employees' job links, employees' job fits and employees' job sacrifice) in the Nigeria Immigration Service, FCT Command, Abuja have reviewed the transformational leadership and employees work embeddedness in the Nigeria Immigration Service, FCT Command, Abuja – employees'

job links, employees' job fits and employees' job sacrifice in the Nigeria Immigration Service.

The tested hypothesis one showed a positive significant relationship between work engagement and employees' job links. This finding is in tandem with the findings of Khalid, et al. (2021) whose findings support that there is a significant impact of transformational leadership for shaping job embeddedness and that transformational leaders would motivate employees to work together in productive manners in challenging work settings. The second hypothesis also showed a positive relationship between intellectual stimulation and employees' job fits in the Nigeria Immigration Service. This finding is also in tandem with the finding of Yang, et al. (2020) whose findings revealed that transformational leadership and proactive personality had positive effects on employees task performance and contextual performance via organizational embeddedness. Finally, the third hypothesis showed a significant positive relationship between inspiring motivation and employees' job sacrifice in the Nigeria Immigration Services. This finding was in line with the finding of Khalid, et al. (2021) whose findings support that there is a significant impact of transformational leadership for shaping job embeddedness and that transformational leaders would motivate employees to work together in productive manners in challenging work settings.

This study was not in collaboration with the findings of Welty, et al (2014) whose results



indicated that organizational commitment did not mediate the relationship between transformational leadership and job search behaviors, nor did job search behaviors mediate the relationship between organizational commitment and turnover intentions. The study is also in conformity with the transformational leadership theory as theoretical because it enhanced motivation and Intellectual stimulation to the organisation as products of four behavioural characteristics which are unique but inter-related that construct transformational leadership.

The findings imply that transformational leadership, through work engagement, intellectual stimulation, and inspiring motivation, significantly enhances employees' job embeddedness by strengthening their job links, job fits, and willingness to make job-related sacrifices, thereby fostering retention and commitment within the Nigeria Immigration Service, Abuja.

### **Conclusions and Recommendations**

From the findings above, transformational leadership has a positive significance effect on employees work embeddedness in the Nigeria Immigration Service, Abuja. Transformational leaders change their subordinates' behavior, resulting in higher employee retention. Many correlations were established between transformational leadership and the frequency of departure.

#### **Recommendations**

Based on the objectives and the findings of the study, the following recommendations are made:

Nigeria Immigration Service should engage its employees in the areas of collaboration, by setting goals and develop plans for growth and development. This will enhance employee engagement and ultimately leading to stronger employee job links.

Nigeria Immigration Service should encourage intellectual stimulation by encouraging career development plans. This will help employees to

create development that aligns with their interest and strengths. If encouraged, it can create an environment that stimulates intellectual curiosity and encourage employees to grow and develop in their roles

Nigeria Immigration Service should develop inspiring motivation by sharing inspiring stories of how the organisation's work has positively affected people's lives. If adhered to, it could encourage employees to make job sacrifices and go above and beyond to achieve the organisation's mission.

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## Appendix 1

Table 3.1

*Table for Determining Sample Size of a Known Population*

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie &amp; Morgan, 1970</i>				