

## Borderless Leadership Approach and Employees' Job Engagement in Educational Institutions in South-West, Nigeria

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### Abstract:

Employee engagement is critical for driving success in educational institutions. This study investigated the influence of borderless leadership approach, defined by adaptive communication and transactional collaboration on job engagement among staff in educational institutions across South Western Nigeria. Employee engagement was measured through innovative input, organisational commitment, and employee identification. The population of the study was the entire 9,858 academic staff in all the 13 public universities in the zone. A sample of 370 participants selected via stratified random sampling technique was used for the study. An instrument entitled "Borderless Leadership Approach and Employee Job Engagement Questionnaire" otherwise known as BLAEJEQ was used to collect data for the study. Two hypotheses were raised and tested with chi-square statistical tool at 0.05 level of significance. Findings indicated that adaptive communication significantly influenced employee job engagement while transactional collaboration was also positively linked to increased academic staff job engagement. The study concluded that a borderless leadership approach, which emphasizes open and adaptive communication, can cultivate a collaborative environment that enhances engagement, this is vital for the success of any educational institutions. It was recommended among others, that institutional leaders should adapt their communication style to the maturity levels of the faculty members.

### Keywords:

Adaptive Communication, Borderless Leadership, Institutional Leaders, and Job Engagement.