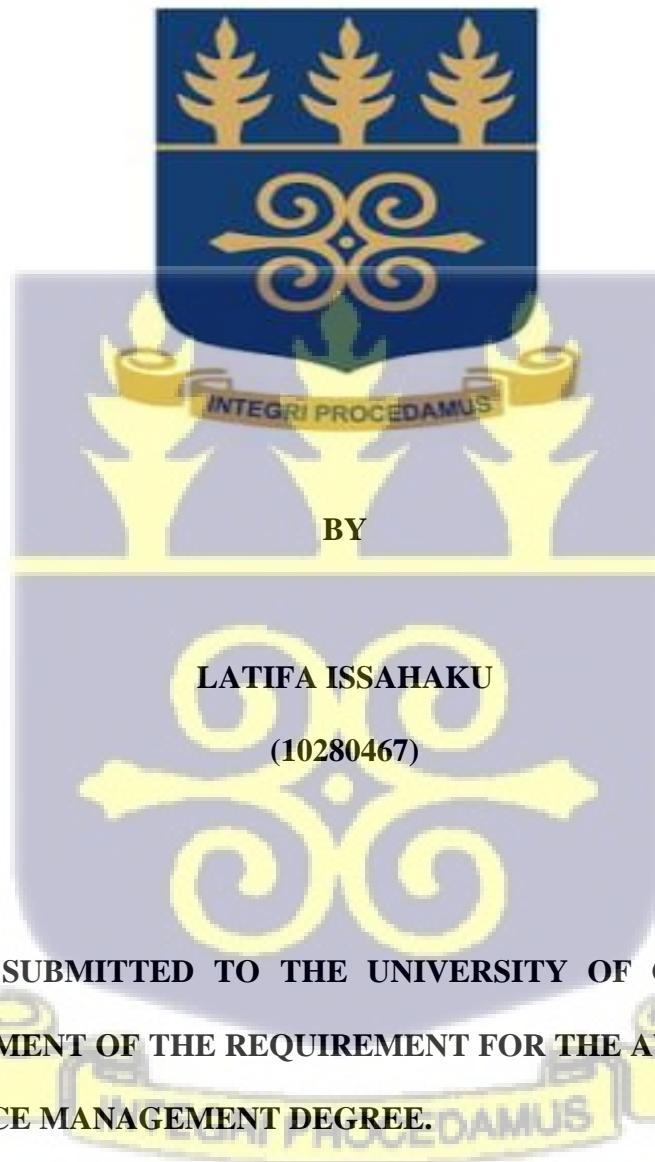


UNIVERSITY OF GHANA

**AUTHENTIC LEADERSHIP AND EMPLOYEE ENGAGEMENT: THE MEDIATING
ROLE OF EMPLOYEE WORK ENVIRONMENT**



BY

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MPhil IN
HUMAN RESOURCE MANAGEMENT DEGREE.**

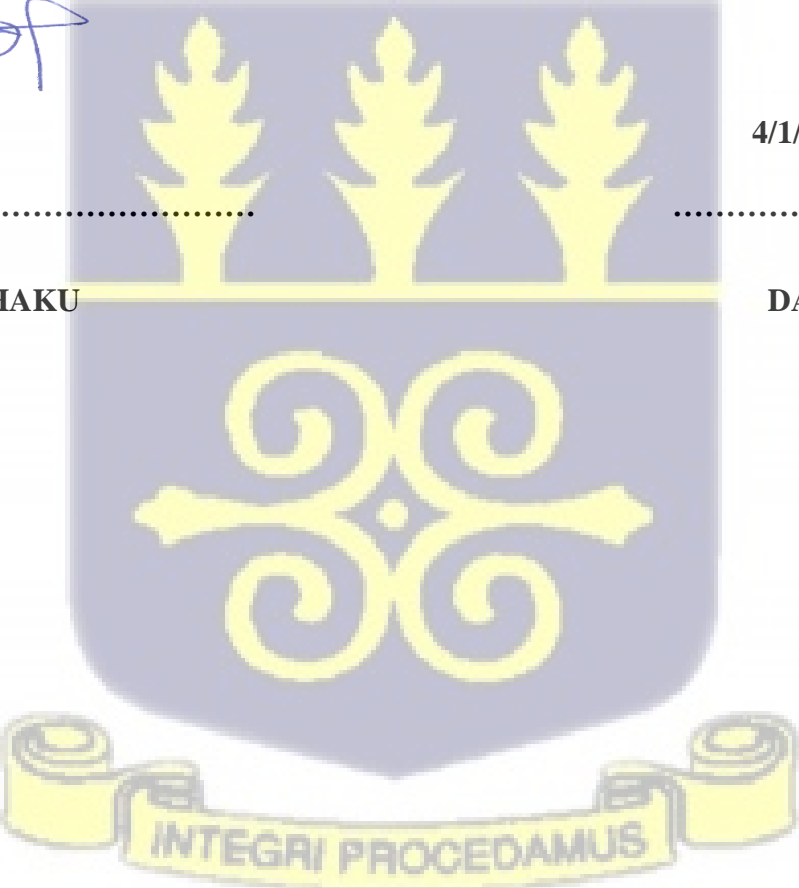
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DECLARATION

I do hereby declare that this thesis is my own research work and that it has not been presented by anyone for any academic award in this or any other university. All references used in the study have been fully acknowledged.

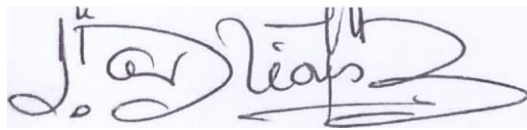
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I hereby certify that this dissertation was supervised in accordance with procedures laid down by the University of Ghana.

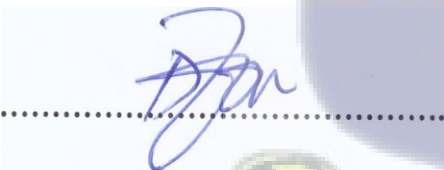


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DEDICATION

This work is dedicated to the Almighty Allah for all His interventions in my life. Again, I dedicate this work to my husband, Mr. Salifu M. Seidu and my children, Azma Alelamato Salifu and Azeem Nefa Salifu for their patience and motivation throughout this study.



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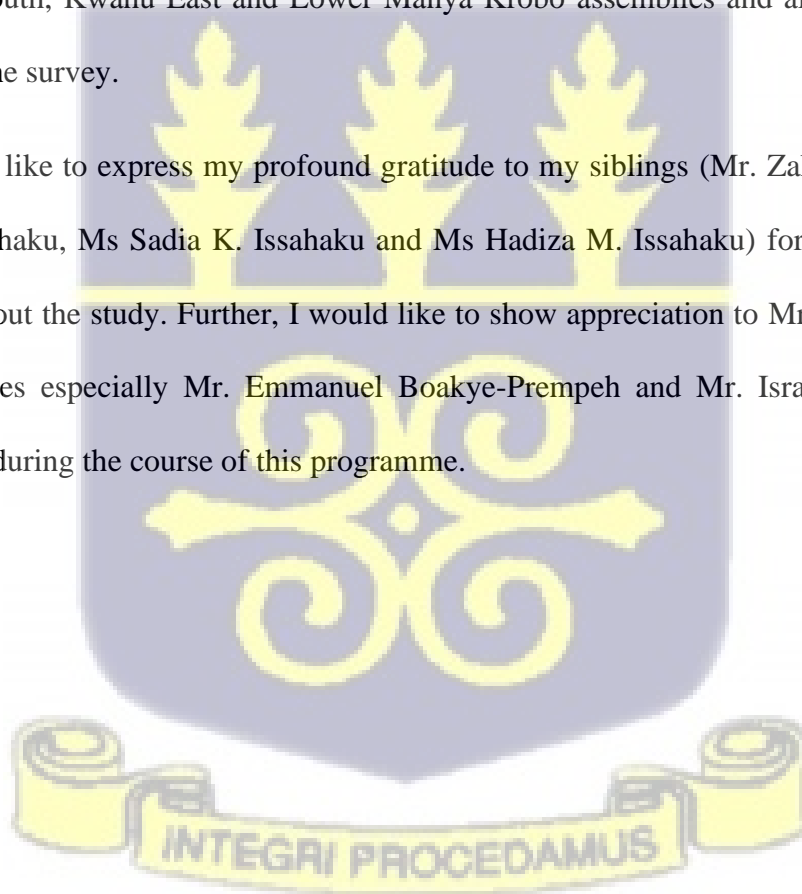


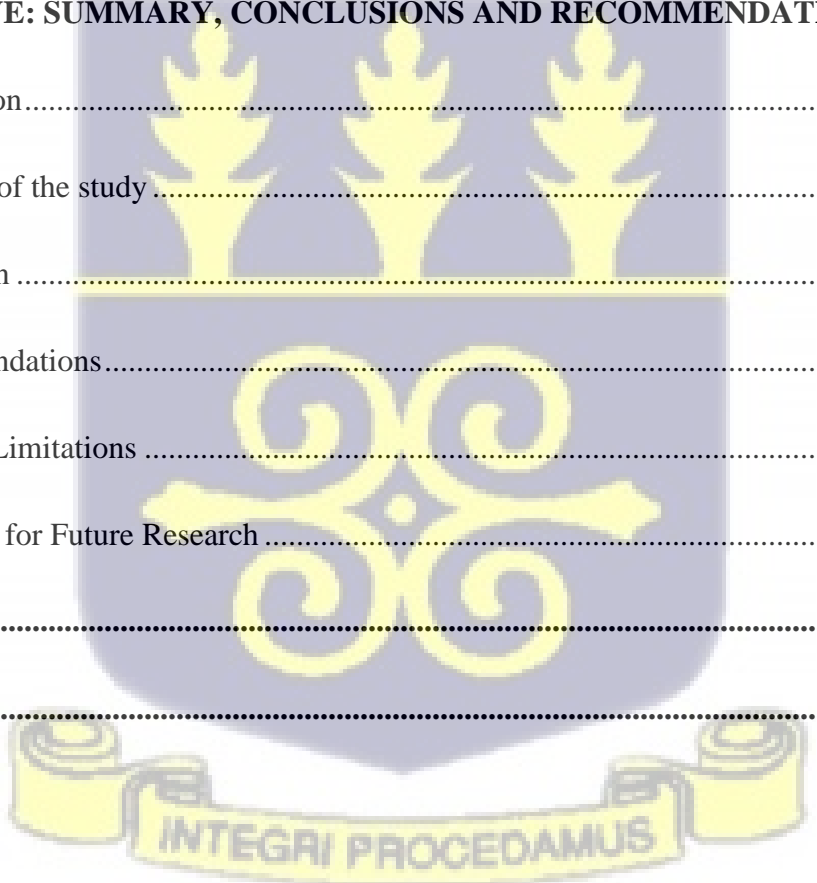
TABLE OF CONTENT

DECLARATION.....	i
CERTIFICATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENT.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION.....	1
1.0 Background to the Study.....	1
1.1 Problem Statement.....	5
1.2 Research Objectives.....	9
1.3 Research Questions.....	9
1.4 Research Hypotheses.....	10
1.5 Significance of the Study.....	10
1.6 Scope of the Study.....	11
1.7 Chapter Disposition.....	12
CHAPTER TWO: LITERATURE REVIEW.....	13
2.0 Introduction.....	13

2.1.1 Concept of Leadership	13
2.1.2 Leadership Theories.....	16
2.1.2.1 The Great Man Theory.....	16
2.1.2.2 The Trait Theory.....	17
2.1.2.3 The Behavioural Leadership Theory	17
2.1.2.4 The Situational Theory.....	18
2.1.2.5 Transformational Leadership Theory.....	19
2.1.2.6 Transactional Leadership Theory.....	20
2.2 Authentic Leadership.....	20
2.3 Employee Engagement	24
2.4 Employee Work Environment	26
2.5 Theoretical Framework.....	27
2.5.1 The Social Exchange Theory.....	27
2.6 Empirical Review.....	31
2.6.1 Authentic Leadership and Employee Engagement.....	31
2.6.2 Authentic Leadership and Employee Work Environment.....	34
2.6.3 Work Environment and Employee Engagement.....	36
2.6.4 Work Environment as a Mediator Between Authentic Leadership and Employee Engagement	38
2.7 Conceptual Framework.....	40
CHAPTER THREE: METHODOLOGY	42
3.0 Introduction.....	42
3.1 Research Paradigm.....	42
3.2 Research Design.....	47
3.3 Research Population.....	48
3.4 Sample Size.....	49

3.5 Sampling Technique	50
3.6 Source of Data.....	51
3.7 Data Collection Procedures.....	52
3.8 Data Collection Instruments	53
3.9 Validity and Reliability.....	55
3.10 Piloting and Pre-test of Study Tool.....	56
3.11 Data Analysis	57
3.12 Ethical Considerations	57
3.13 Profile of Organisation.....	58
CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS	60
4.0 Introduction.....	60
4.1 Demographic Details of the Respondents.....	60
4.2 Preliminary Analysis.....	64
4.2.1 Missing Value/Data Analysis.....	64
4.2.2 Outliers.....	65
4.2.3 Normality Test.....	65
4.3 Measurement Analysis.....	66
4.3.1 Exploratory Factor Analysis (EFA)	66
4.3.2 Confirmatory Factor Analysis (CFA)	67
4.3.3 Model Fit Indices for the CFA Model	71
4.4 Reliability and Validity Analysis.....	72
4.5 Correlation Matrix of the Study Variables.....	73
4.6 The Structural Equation Model.....	75

4.7 Hypotheses Testing.....	77
4.8 Objective one: To examine the extent to which authentic leadership style influences employee engagement.....	79
4.9 Objective two: To investigate the relationship between authentic leadership and employee work environment.	82
4.10 Objective three: To determine the influence of employee work environment on employee engagement.	84
4.11 Objective four: To establish how employee work environment serves as a mediator between authentic leadership and employee engagement.	86
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	88
5.0 Introduction.....	88
5.1 Summary of the study.....	88
5.2 Conclusion.....	89
5.3 Recommendations.....	90
5.4 Research Limitations.....	91
5.5 Directions for Future Research.....	91
REFERENCES.....	93
APPENDICES.....	108



LIST OF TABLES

Table 3.1 Reliability of Study Variables with use of the Cronbach’s Alpha56

Table 4.1: The Demographic Details of the Respondents.....61

Table 4. 2: Skewness and Kurtosis of the Study Variables.....66

Table 4.3: Exploratory Factor Analysis of the Variables.....108

Table 4.4: Model Fit Measures and their Interpretations of the Measurement Model.....71

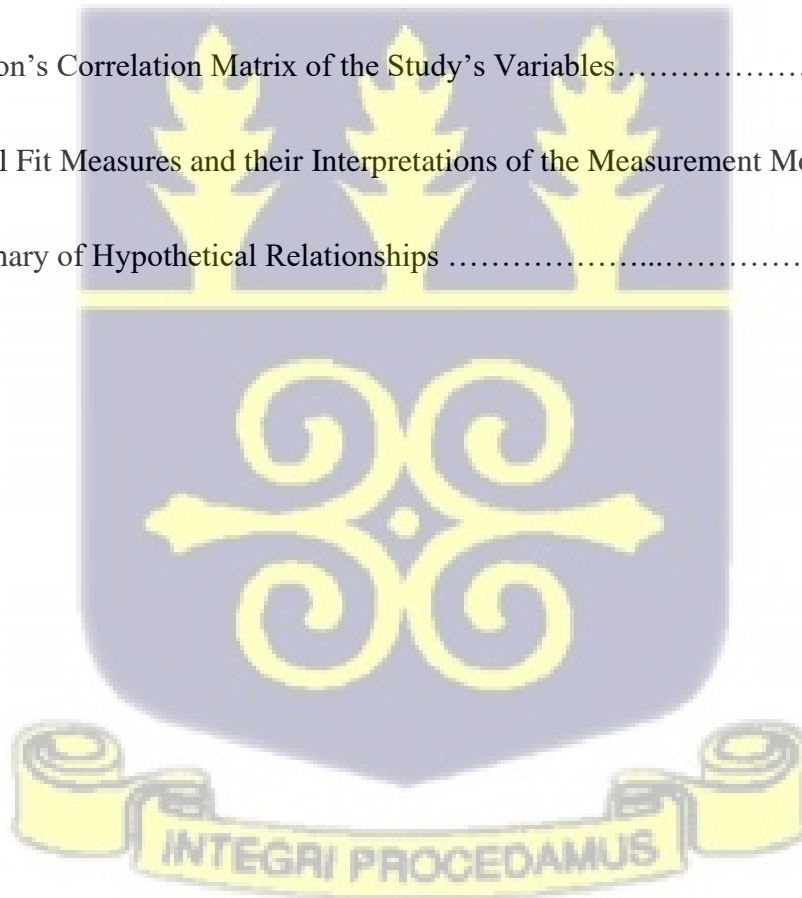
Table 4.5. Reliability and Convergent Validity coefficients of the main constructs.....73

Table 4.6: Fornell & Larcker Procedure for Discriminant Validity.....73

Table 4.7: Pearson’s Correlation Matrix of the Study’s Variables.....74

Table 4.8: Model Fit Measures and their Interpretations of the Measurement Model.....75

Table 4.9: Summary of Hypothetical Relationships77



LIST OF FIGURES

Figure 2.1 Conceptual Framework.....41

Figure 4.1: The Initial Measurement Model with Unstandardised Loadings.....69

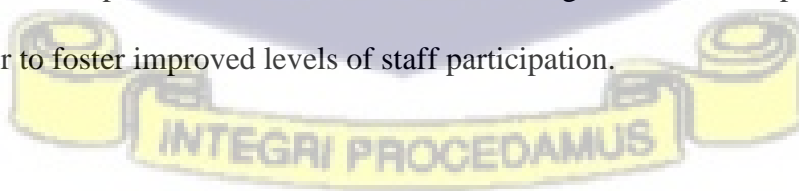
Figure 4.2: Final Measurement Model.....70

Figure 4.3: The final Structural Model of the study variables (mediation).....76



ABSTRACT

The study investigated the interrelation between authentic leadership style and employee engagement in the local government service. It also investigated the effect of the employee work environment in mediating the relationship between authentic leadership and employee engagement. The study was quantitative in nature using a cross-sectional survey design. The cross-sectional survey design was utilised to collect data from five randomly selected assemblies in Ghana's Eastern Region. For this study, stratified and simple random sampling techniques were employed to collect data from a total of two hundred and forty-five (245) respondents. The data was analysed using the Statistical Package for Social Sciences (SPSS) version 21.0 and covariance-based structural equation modelling (IBM AMOS version 21.0). The study findings revealed that there is a significant positive association between authentic leadership and employee engagement. It was discovered that there was a significant positive association between authentic leadership and employee work environment. Furthermore, the findings revealed a significant positive association between the work environment of employees and employee engagement. The data also revealed that the employee work environment partially mediated the association between authentic leadership and employee engagement. It is recommended that attention be paid to the types of leadership styles demonstrated at the various assemblies and that supervisors be trained and encouraged to exhibit positive leadership attributes in order to foster improved levels of staff participation.



CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

One of the most crucial elements of every organisation is the human resource available to it. It is an undeniable fact that the activities of the human resource of an organisation keeps driving the organisation towards the fulfilment of its goals and objectives. Human resources drive change within organisations leading to efficiency at all times. The attainment of the above come about when employees in an organisation work in harmony under the direction and supervision of a focused and authentic leader. When the leader and the employees work in harmony, it creates a conducive working environment which can positively influence the growth of the organisation.

Organisations are striving to gain competitive edge over others in the same industry in order to stay relevant as countries across the globe face soaring market fluctuations due to globalisation, advancement in technology, increased competition and the Covid -19 pandemic.

To deal with the market turbulence and changing times, organisations are investing in skills, innovative behaviours and intellectual capacity building of the human resources to enhance staff commitment so as to remain productive and profitable (Bhuvanaiah & Raya, 2014; Oh, Cho & Lim, 2017).

According to organisational researchers, employee engagement has been considered an important tool which has the potential of solving organisational challenges and for the survival of organisations especially during economic downturn (Amabile & Kramer, 2011). Bakker and Leiter (2010) pointed out that engaged workers of an organisation are an important asset in accomplishing corporate objectives and organisational performance as well as increased

organisational competitiveness. Sibanda and Ncube (2014) indicated that employee engagement has become a fully-fledged corporate priority for many organisations, as highly engaged employees in a competitive market are able to increase innovation, productivity and performance while minimizing costs through their enthusiasm and dedication to work. Employee engagement will help to address several organisational challenges such as customer satisfaction, attrition and low productivity (Gallup, 2013). Work engagement makes employees to have an emotional attachment to their job and the organisation in which they are employed and thus, helps in reducing employee turnover intentions (Aon Hewitt, 2011).

However, the struggle for power and positions in organisations nowadays has created a rather harsh working environment in organisations (Banihani & Syed, 2017). This unhealthy competition among employees has endangered and negatively affected relationships among employees working in these organisations (Okoro, Okonkwo, Eze, Chigbo & Nwandu, 2018; Banihani & Syed, 2017). As a result, ethical leadership and an enabling organisational environment are necessary to encourage corporation and collaboration of employees and also facilitate motivation levels among workers within these organisations. Avolio, Gardner, Walumbwa, Luthans and May (2004), fully reinforced this call by adding their voice to the call that supportive and authentic leadership enables employees to inculcate the habit of self-confidence and interpersonal trust since this interpersonal trust promotes work engagement among employees and improves job performance.

Leadership plays a pivotal role in several aspects of employees' work life, especially in these very turbulent times the world is facing in the business environment due to the Covid -19 pandemic. Leadership enables the creation of a vision for the organisation and subordinates, and encouraging subordinates to have self-esteem and trust through coordination and communication (Bohn & Grafton, 2002). Leadership is essential in ensuring that organisations maximize their

efficiency and effectiveness towards achieving organisational objectives. The leader plays a central role in influencing and motivating employees towards achieving high productivity (Ambad, Kalimin, Damit & Andrew, 2021). Leadership is the key driver in mobilizing an engaged workforce as effective leaders can mould the work attitudes and actions of a group of people working in an organisation (Tims, Bakker & Xanthopoulou, 2011).

Authentic leadership has been proposed by Avolio et al, (2004) as the main ingredient needed in activating positive and effective leadership in businesses and encouraging the self-confidence of employees in creating trust in management and other employees working in the organisation. Authentic leadership is concerned with the development of constructive mental and emotional capacities of employees and an exceedingly advanced organisational framework which impacts behaviours of both leaders and their subordinates (Luthans & Avolio, 2003). Authentic leaders unveil the unique principles and motives of the leader and expose these unique principles and motives to their subordinates, a move which provides positive role modelling of genuineness, ethical, future-oriented and advancement of leader-employee relations.

The development of the leader-employee relationship requires a further investigation into the relationship between leadership and employee engagement. Schaufeli (2012) refers to employee engagement as a positive, satisfactory, job-related state of mind of a person that encompasses vigour, dedication and absorption. Leadership can keep employees engaged on the job by arousing their drive, commitment and enthusiasm of the employees with credit to their immense ability to arouse employees towards the performance of stated objectives. This has been supported by studies conducted by Alvesson & Einola (2019); Labrague et al., (2021); Luthans & Avolio, (2003) & Mawritz, Mayer, Hoobler, Wayne & Marinova, (2012). As a result, the presence of an authentic leader may have positive impact on how employees engage in activities

at the workplace since activities of a leader have the potential to arouse the interest and willingness of the employee to stay engaged on the job.

Again, studying the relationship between leadership and work environment, existing studies advance the fact that leadership style, has been found to influence the voluntary work behaviours of employees by creating a conducive atmosphere for employees to perform their tasks which at the long run keep them engaged at all times (Boerner, Eisenbeiss, & Griesser, 2007). The link between leadership, employee work environment as well as employee engagement has been considered significant since employees look up to their leaders for answers and guidance at the workplace (Avolio & Gardner, 2005). Additionally, leadership has been seen to boost morale of employees at the workplace and consequent surges in levels of productivity as well as employee retention (Chambers, 2008). Thus, the type of leadership style exhibited within an organisation goes a long way to influence the work environment of the employees as well as encouraging or discouraging the engagement of the employees in the performance of their respective duties.

Over the last decade, Ghana has witnessed rising levels of corporate scandals, misuse of resources, growing mistrust and loss of confidence in leaders especially in the financial sector of Ghana as well as widely observed challenges of both the public and private institutions leading to the collapse of some of these institutions (Boateng, 2019). Notable amongst these is the financial sector scandals and misappropriations of funds by some banks such as the UT bank, investment companies such as DKM, Menzgold and host of others which compelled the government of Ghana to initiate the financial sector clean up in 2019. The challenges faced by the above institutions and their eventual collapse were caused by certain decisions taken by their directors or managers (BOG, 2017). The countless institutional challenges have attracted the attention of researchers and sparked interest in research into positive and ethical forms of leadership such as authentic leadership (AL) to mitigate the organisational challenges, increase

positive employee outputs and organisational outcomes (Towsen et al., 2020). It is as a result of this development that this research aimed to investigate the mediational role of employee work environment on the relationship between authentic leadership and employee engagement among metropolitan, municipal and district assemblies in Ghana.

1.1 Problem Statement

Authentic leadership is one of the emerging leadership styles believed to bring out the best in others and which enables people to be honest, positive and realistic in all their dealings. It is a form of leadership which encourages candidness, strengthens the relationship between leaders and subordinates through trust building between managers and employees which are essential for creativity and ingenuity (Walumbwa et al., 2008). To Reiter-Palmon and Illies (2004), authentic leaders are capable of changing the perception of their followers by inspiring them to initiate new ideas and solutions to challenging tasks.

Authentic leadership plays a vital role when it comes to the attainment of organisational success (Pearce, Yoo & Alavi, 2003). However, a review of current studies showed that research on the leadership concept is dominated by a focus on other forms of leadership notably, transactional leadership style and transformational style of leadership (Katsaros, Tsirikas & Kosta, 2020; Top, Abdullah & Faraj, 2020; Hoffmeister et al., 2014; Ospina, 2016; Osborne & Gaebler 1992; Clarke & Ward, 2006; Moore 2013; Crosby & Bryson 2005; Lord, Day, Zaccaro, Avolio & Eagly, 2017; Scott-Young, Georgy & Grisinger, 2019; Clarke, 2013); whereas research on new concepts of the leadership construct such as authentic leadership has been given little attention (Elrehaila et al., 2018). Again, Yeboah-Appiagyei et al. (2018) attests that research in other leadership forms such as authentic leadership should be intensified to help guide leaders in choosing strategies to adopt in order to ensure the fulfilment of sustainable and improvement in

personal behaviours that will encourage change of attitudes of their subordinates to be committed to their work extraordinarily.

Additionally, studies on authentic leadership (Luthan & Avolio, 2003; Shamira & Eilam, 2005; Towsen, Stander & Vaart 2020; Oh, Cho & Lim, 2017; Wong et al., 2010; Ilies et al., 2005) have mostly concentrated on definitions of the concept, authentic leadership theory development and its impact on employees with regards to role modelling. Furthermore, most of the research on authentic leadership and employee engagement (Qiu, Alizadeha, Dooleya & Zhang, 2019; Soieb, Othman & D'Silva, 2013; Ghani, Derani, Aznam, Mohamad, Zakaria & Toolib, 2018; Gigaba, 2015) have mainly been studied within the Western context and not much on the continent Africa. Research by Pillai, Rajnandini, Williams and Ethlyn (1999) revealed that one leadership style in a particular culture does not have the same impact on attitudes and actions of subordinates and thus, inappropriate to apply the same outcomes into a different culture or context. Thus, since the cultural orientations of countries all over the world differ, there is the need to examine the influence of authentic style of leadership on employee engagement in Africa specifically in the Ghanaian context as the current studies are skewed towards the Western setting. To buttress this point, Yeboah-Appiagyei et al. (2018) noted that research investigating authentic leadership and its relationship with other constructs is insufficient within the Ghanaian context. Hence, the call for further research into the authentic leadership style in the African context specifically Ghana.

Again, literature on authentic leadership revealed that authentic leadership had significant and constructive correlation with employee engagement (Álvarez et al., 2019; Scheepers & Elstob, 2016; Oh et al., 2018) which also had a significant influence and positive correlation with performance in organisations (Bakker & Bal, 2010; Banihani & Syed, 2017; Bakker & Albrecht, 2018). Employee engagement brings about loyalty which enables the workforce in an

organisation to execute their duties assigned to them with more zeal and professionalism leading to higher outputs. Again, employee engagement leads to increased creativity, dedication to work, vigour, greater efficiency as well as lower attrition levels and absenteeism (Jauhari, Sehgal & Sehgal, 2013). It is projected that an amount of about \$11 billion lost annually in the US as a result of decline in production which is caused by a disengaged workforce could be avoided, and there could be an increment of 21% in profits if efforts are made to enhance levels of engagement of staff in organisations (Moletsane, Tefera & Migiro, 2019).

Again, in the Ghanaian industry, most acts of incivility in the form of insolence, verbal assaults amongst others on customers in the public sector are being perpetuated by employees who are disengaged in the organisation (Akomeah, 2013). It is reported that 78% of engaged workforce would recommend products or goods of their organisations compared to 13% of disengaged workforce who would recommend products and services of their organisation to potential customers (Jauhari et al., 2013). It is evident that, employee engagement has enormous contribution to the growth of organisations. Therefore, it is imperative that research enhancing and improving employee engagement in organisations be carried out especially in the recent era of increased organisational competitiveness and global economic downturn.

Furthermore, reviewed literature revealed studies on leadership in many organisations in Ghana (Dartey-Baah & Ampofo, 2015; Abugri, 2012; Acheampong, 2013; Dartey-Baah, Amponsah-Tawiah & Sekyere-Abankwa, 2011; Mekpor & Dartey-Baah, 2017), but research examining the relationship between authentic leadership and employee engagement in the local government service is virtually non-existent and therefore needs to be undertaken. Again, the work environment in an organisation which largely depends on leadership in that organisation, has a great influence on employee engagement (Miles, 2001). The conditions of at the workplace such as the psychosocial atmosphere plays an important role in improving employee engagement

(Atambo & Nyamwamu, 2015). Every aspect of the work environment is linked to the level of employee productivity which is as a result of employee engagement (Kamanja,2019). The better the work environment, the higher employee engagement and this has a positive effect on the employee's performance (Sugiyanta, Suyono, Damarsari, Chikmawati, & Zulkifli, 2021). Thus, a supportive work environment enhances productivity levels while unresponsive work environment invariably leads to occupational health diseases and lack of motivation by employees which eventually results in lower levels of productivity (Daniel, 2019). The supportive work environment in organisation is created by positive leadership styles such as authentic leadership in organisation which invariably leads to better employee engagement in the organisations (Saleem, Shenbei & Hanif, 2020). However, of all the studies reviewed on work environment, (Nasidi, Makera, Kamaruddeen, & Jemaku, 2019; Kamanja, Ogolla & Gichunge, 2019; Saleem, Shenbei & Hanif, 2020; Ahakwa, Yang, Tackie & Atingabili 2021; Sarwoto, 2015), only a small number of these aforementioned studies considered work environment as a mediator between two or more variables and virtually none, to the best of this researcher's knowledge sighted within the Ghanaian context is with the exact relationship between the three constructs under this current study, authentic leadership, employee engagement and work environment. Therefore, this current study aims to fill the gap by studying the relationship between authentic leadership, employee engagement and employee work environment.

Finally, it appears no research has looked at authentic leadership and employee engagement in the local government service of Ghana and how the work environment mediates the relationship between the variables, authentic leadership and employee engagement. Hence, the need to examine how authentic leadership as well as how the work environment in the local government service plays a role in employee engagement.

1.2 Research Objectives

The main objective of the study was to examine how authentic leadership and employee work environment impacts on employee engagement. In specific terms the study seeks:

1. To examine the extent to which authentic leadership style influences employee engagement in the local government service.
2. To investigate the relationship between authentic leadership and employee work environment in the local government service.
3. To determine the influence of employee work environment on employee engagement in the local government service.
4. To establish how employee work environment serves as a mediator between authentic leadership and employee engagement in the local government service.

1.3 Research Questions

In view of the research objectives, this study focused on addressing the underlisted research questions:

1. To what extent does authentic leadership style influence employee engagement in the local government service?
2. What is the relationship between authentic leadership and employee work environment in the local government service?
3. What influence does employee work environment have on employee engagement in the local government service?

4. How does employee work environment serve as a mediator between authentic leadership and employee engagement in the local government service?

1.4 Research Hypotheses

The study proposed a test of the following hypotheses:

H1. Authentic leadership will positively and significantly influence employee engagement.

H2. Authentic leadership will positively and significantly influence employees' work environment.

H3. Employee work environment will influence employee engagement.

H4. Employee work environment will mediate the relationship between authentic leadership and employee engagement.

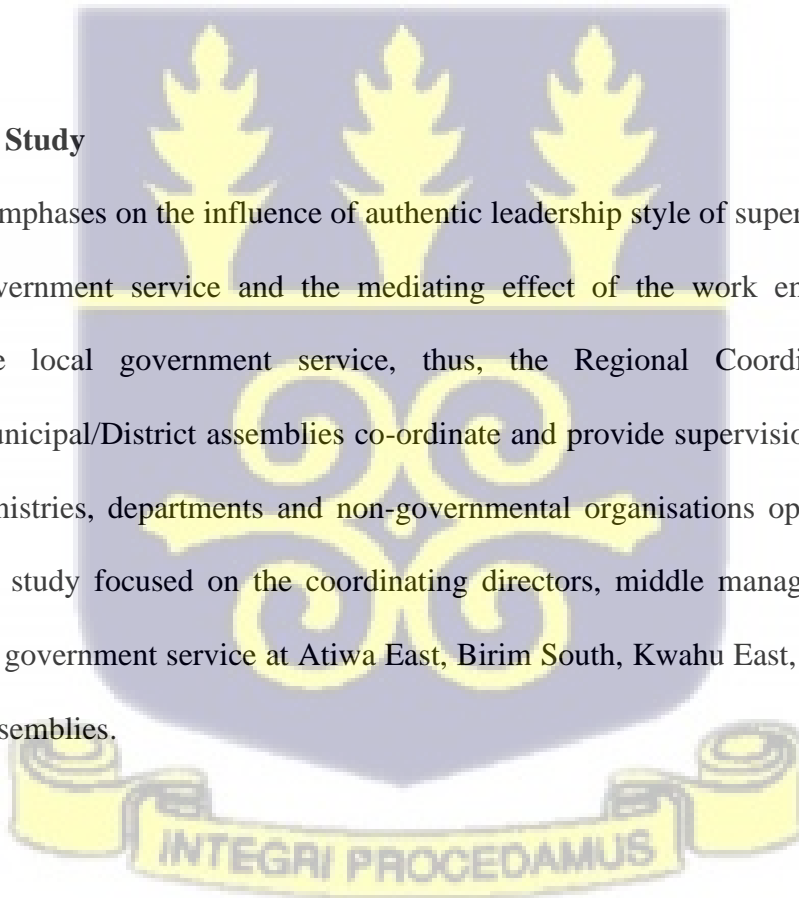
1.5 Significance of the Study

This research is of relevance to academia and industry specifically, it serves as a contribution to research, practice and policy. In the area of research, findings and the discoveries of this study will add to the current literature on authentic leadership and employee engagement and the impact of work environment in that relationship. Additionally, this study serves as a point of reference for further research in the area. Thus, this present study helps to close the gap in this research field as it provides a basis and foundation for further research in the area. Furthermore, this study is a contribution to the inadequate research on authentic leadership within the Ghanaian context. Thus, findings of this study bring new perspective and fills the gap in research as there is currently scarce literature on authentic leadership and employee engagement in the local government service of Ghana. Thereby adding context specific value to this study. With

regards to policy, the information from this research can be relied on to make informed policy decisions by the local government service, stakeholders and all institutions to enhance employee engagement to ensure increased productivity at the workplace. This research serves as a guide for reforms in human resource policies of the local government service and the public sector of Ghana to enhance performance in the sector. Furthermore, for practice, the research provides detailed information and procedures for line managers on how they can motivate employees in the public sector of Ghana to work with enthusiasm. Thus, findings serve as a guide to senior management of government institutions and private institutions in their day-to-day supervision of staff as discoveries from this study can help them understand the impact of authentic leadership style on the work environment and how that improves employee engagement.

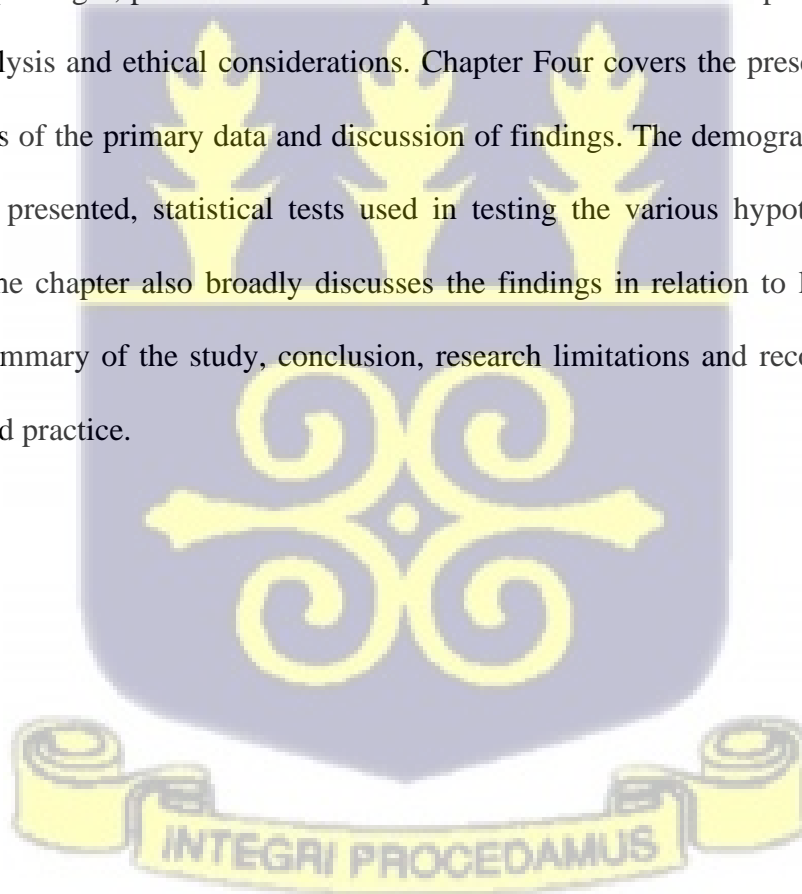
1.6 Scope of the Study

This study laid emphases on the influence of authentic leadership style of supervisors on workers in the local government service and the mediating effect of the work environment at the assemblies. The local government service, thus, the Regional Coordinating Councils, Metropolitan/Municipal/District assemblies co-ordinate and provide supervision of all programs by agencies, ministries, departments and non-governmental organisations operating in Ghana. Specifically, the study focused on the coordinating directors, middle management and junior staff of the local government service at Atiwa East, Birim South, Kwahu East, Okere and Lower Manya Krobo assemblies.



1.7 Chapter Disposition

For easy and better understanding of the research, this study has been organized into five chapters. Chapter One is mainly the introduction to the study, comprises subtopics such as the background to the study, the problem statement, the research objectives, research questions, the research hypotheses, scope of the study, significance of the study and chapter disposition. Chapter Two encompasses literature review, which included a review of theoretical and empirical literature relevant to this study. The chapter ends with a discussion on the theoretical framework underpinning the study. Chapter Three is made up of the methodology and is focused on the research paradigm, procedures and techniques of data collection adopted for this study as well as data analysis and ethical considerations. Chapter Four covers the presentation of results from the analysis of the primary data and discussion of findings. The demographic details of the respondents are presented, statistical tests used in testing the various hypotheses outlined in Chapter One. The chapter also broadly discusses the findings in relation to literature. Chapter Five presents summary of the study, conclusion, research limitations and recommendations for future studies and practice.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of the study extensively reviews relevant literature related to the research constructs and the relationships between them. The concepts examined in this study are authentic leadership, employee engagement and employee work environment. This chapter is categorized into four (4) main sections (review of concepts, theoretical review, empirical review and the proposed conceptual framework). The review of the concept leadership, focuses on shedding light on the various leadership theories, the theoretical review touches on the relevant theory that best fits the study and establish the relationship(s) between them. The empirical review section reviews various studies that have been done on the concepts which are of relevance to this current research. The final section of the chapter is on the conceptual framework which presents a proposed conceptual framework for the study developed by the researcher.

2.1.1 Concept of Leadership

Leadership which is a well-researched concept in human resource management, has had several interpretations by scholars over the century. For many years now, several schools of thought have tried to propound a universal definition for the concept without universal consensus. This is due to the complex nature of societal values and aspirations (Dartey-Baah, 2016). Whereas some definitions of the concept interpret it as being central to group processes, other definitions, view leadership from a personality perspective with the assertion that the concept is a blend of distinct characteristics or qualities inherent in some individuals which enables those individuals to induce

others to achieve set objectives (Bass, 1990; Northhouse, 2013). Thus, there is no one generally accepted definition of the construct leadership (Addo, 2017).

Nonetheless, leadership has been defined in several ways by various scholars in academia: majority of the definitions by the scholars in leadership research have described the concept as the process of encouraging others to accomplish set objectives and inspiring people to conquer challenges in organisations (Metz, 2020). For instance, Armstrong (2014) defines the concept as the process of inducing individuals to do their best in order to achieve a common goal and it can also be described as the ability to convince people to behave in a particular way.

In a similar way, Buchman and Huczynski (2007) are of the view that leadership is the process of influencing actions of a group of people in its efforts towards the achievement of set goals (cited in Katsaros, Tsirikas & Kosta, 2020). To Sharma & Jain (2013), leadership is a process through which an individual encourages others and directs an organisation in order to accomplish an objective. Furthermore, Tajeddini (2015) defines leadership as the process of providing support or motivation to a group of individuals to carry out assigned duties towards the realisation of a common objective which can be leading them with a strategy to accomplish a vision (cited in Top et al, 2020).

Again, Koontz (1988), refers to the concept of leadership as an art of influencing followers to readily and eagerly strive to accomplish group objectives (cited in Aibieyi, 2014). In the same light, Heresay and Blanchard (1977) conceptualize the construct as the act of influencing activities of a person or a group in order to attain a certain level of achievement (cited in Aibieyi, 2014). For Northhouse (2007), leadership is a process that is focused on having an impact by exerting an influence of a leader on others to achieve a common aim.

Notwithstanding the fact that majority of the definitions on leadership focus on group processes and influence, another set of definitions by other scholars such as Northouse (2013) conceptualize the concept from a personality perspective with the assumption that it is a combination of unique qualities that particular individuals possess. Attesting to this assumption, Etzioni (1964) defines leadership as the ability based on the personal qualities of leaders to influence the followers' voluntary compliance on issues (cited in Aibieyi, 2014). Similarly, for Aibieyi (2009), leadership is creative, adaptive and agile and that leadership looks at the horizon, not just the bottom line (cited in Aibieyi, 2014). Furthermore, Anwar (2017), defines the concept as the ability to guide, empower and motivate others towards productivity and advancement of their organisations (cited in Ali & Anwar, 2021). Naseri (2017) on the other hand, described leadership as an interconnected dream touch, building trust and improving workplaces, as well as encouraging others to work harder to maximize productivity and performance (cited in Cavaliere et al., 2021).

Through the multitude of definitions by various scholars for the concept of leadership, one can infer from the above that the following themes run through it all: (a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups and (d) leadership involves common goals. Thus, these themes can be identified from the various definitions as being central to the phenomenon (Northouse, 2013). The most common theme is influence. Thus, leadership involves influence of others. This refers to the role a leader plays in getting others to perform desired actions within an organisation to achieve an objective. Thus, the leader is able to convince the followers to perform what is expected of them within the group without any form of reluctance. The concept as a process which is one of the themes, implies that leadership is not a one-way event, but an interactive event where the leader affects followers and is in turn, affected by the same followers (Northouse, 2013). Again, leadership occurs in groups is a third

theme that could be deduced from the various definitions of leadership by the scholars. This involves working with a group by giving a sense of direction or influencing them to work towards attaining a common objective.

Finally, another theme that can be extracted from the above definitions of the concept is that leadership involves common goals. As a construct that involves common goals, leadership must work with the achievement of a common objective as a drive for the interaction between the leader and followers. Thus, both the leader and followers have a common purpose for the interaction which is to direct their energies towards the attainment of the common goal. Taking a clue from the above definitions of the concept leadership, this current study defines the construct as the interaction between a leader and his direct reports with a common purpose of achieving a common objective which is geared towards the benefit of all or the organisation where they belong.

2.1.2 Leadership Theories

Various scholars have formulated several leadership theories such as the great man theory, the trait theory to the behavioural theory to the situational or contingency theory of leadership to explain the concept, leadership (Mekpor, 2015).

2.1.2.1 The Great Man Theory

The great man theory, advocated by Galton in 1870, is the oldest theory of the leadership concept. This theory was on the assumption that some people were born as great men with heroic abilities inherent in them that set them apart that made them leaders of others and that these leadership qualities are inherited by others. The theory asserts that people are born with divine

leadership characteristics that make them great and leaders among the lot. Thus, leadership is not learned but a divine gift to those who can be effective leaders (Sethuraman et al., 2014). The great man theory was popularised by scholars of the 19th century such as Carlyle and Galton and was developed based on the widespread philosophical viewpoints of the 18th century which sought to project some individuals as having daring characteristics to lead others (cited in Amanchukwu, Stanley, & Ololube, 2015). Over time, there was a change in the stance above to a focus on leaders having other qualities other than just being born great men paving way for the development of other leadership theories which focus on traits of morality and teamwork.

2.1.2.2 The Trait Theory

Again, there was the trait theory of leadership. This theory which was propounded by Thomas Carlyle in 1849, is one of the earliest theories of leadership. The proponents of this theory believed that people are born with certain inborn traits such as height, intelligence, self-confidence, determination, integrity, sociability that make those people more likely to succeed as leaders (Northouse, 2013). They argue that leaders are born, not made (Chilala & Wayo, 2014). People who were therefore with such traits were seen as natural leaders and that only individuals born with those traits could become leaders. The trait theory assumes that the unique qualities that individuals were born with made them leaders and differentiate them from people who cannot be leaders (Northouse, 2013).

2.1.2.3 The Behavioural Leadership Theory

Going forward however, the behavioural leadership theory was developed as a counter theory to the trait theory of leadership. This theory is based on the premise that individuals can be trained and educated to become leaders (Hartog & Koopman, 2001). Bass (1990), defined the

behavioural leadership theory as focused on two essential behavioural characteristics of a leader which are genuine concern for people and a strong desire to complete tasks. Thus, the employee centred leader behaviours focus on interaction with employees to create rapport and encourage mutual trust between the leader and subordinates whereas the job-centred behaviours of a leader are focused on getting tasks accomplished. To Yukl (1971), basic behaviours required of a leader are to clarify goals, to be concerned, supportive, listen to employees and give advice when necessary (Goff, 2003).

2.1.2.4 The Situational Theory

A further study of the concept of leadership led to the development of situational or contingency theory of leadership. Originally developed by Paul Hersey and Ken Blanchard (1969), the situational theory of leadership stipulates that, situational factors in an environment also played an important role in shaping the form of leadership practice in an organisation (cited in Mekpor, 2015). Thus, different leadership styles prevail in different contexts depending on the workplace environments. Situational theory emphasizes that the leaders will choose the best style of leadership based on the situation and the kind of followers being influenced (Sethuraman et al., 2014). In recent times however, a further development of scientific thought in the field of leadership led to scholars proposing several new leadership theories which focus on followers and the kind of leadership style exhibited in organisations to suit different situations rather than just focusing on the role of a leader as earlier theories have done (Day, 2014). The transformational leadership theory, transactional leadership theory, authentic leadership theory, the leader-member leadership theory and the social exchange theory are leadership theories that were developed to explain the relationship between leaders and their followers.

2.1.2.5 Transformational Leadership Theory

Originally proposed by Burns (1978), the notion of transformational leadership focuses on the growth and requirements of followers. Managers with a transformational leadership style put an emphasis on their staff's morale, motivation, and value growth (Ghafoor, Qureshi, Khan & Hijazi, 2011). Dartey-Baah, Amponsah-Tawiah, and Sekyere-Abankwa (2011) state that a fundamental tenet of transformational leadership is that its practitioners strive to inspire their followers to a point where they can carry out their responsibilities effectively and boost the performance of their organisations with little guidance from their superiors. According to Bass and Avolio (2004), there are four components of transformational leadership: intellectual stimulation, idealised influence, individualised consideration, and inspirational motivation. The capacity of a follower to think rationally and intelligently adapt to new circumstances increases when they are intellectually stimulated. The concept of idealised influence refers to a situation in which employees look up to, respect, and trust their superiors. Aspirational leaders are transparent about both their successes and mistakes with their followers, and they put the needs of their followers ahead of their own (Mekpor, 2015). The term individualised consideration refers to the practise of taking into account the unique qualities of each worker. Therefore, transformational leaders place equal value on the growth of each of their followers and the organisation as a whole, and they devote considerable effort to developing their followers' skills in a way that generates possibilities for advancement within the organisation (Ghafoor et al., 2011).

The term inspirational motivation is used to describe the effect of being led by a person who has remarkable abilities that allow them to create and communicate an ambitious vision and set lofty objectives (Bass, 1985).

2.1.2.6 Transactional Leadership Theory

Bass and Avolio's (1997) concept of transactional leadership describes how managers and workers may work together to achieve goals via an exchange of incentives and objectives (Bass, 1990). This kind of leadership emphasises two-way communication between superiors and those they are responsible for (Bass, 1999). Contingent reward, management by exception (active) and management by exception (passive) are the three pillars of Bass' (1985) transactional leadership model. Leaders' capacity to clearly communicate their expectations of employees and the rewards they may anticipate if they accomplish those objectives is an important aspect of transactional leadership. When a leader employs management by exception (active), he or she is looking to keep things as they are while also keeping an eye out for and fixing any problems that may arise with the organisation's current level of performance (Odumeru & Ifeanyi, 2013, cited in Mekpor, 2015). A passive kind of management, management by exception (MBE) suggests that leaders become involved only when there are issues that need to be fixed. Leaders that don't establish clear expectations for workers tend to have a high turnover rate.

2.2 Authentic Leadership

The rise of unethical leadership styles among many world leaders has resulted in widespread economic and political unrest, an increase in terrorist attacks, a global recession, and several business scandals (Northouse, 2013; Nikoli, Kvasi & Grbi, 2020). The idea of authentic leadership is a relatively recent development in the field of leadership theory. One's level of authenticity may be measured by how much their actions reflect their innermost beliefs and ideals (Luthans & Avolio, 2003). Leadership based on self-awareness, vulnerability, and integrity is a constructive style of leadership (Avolio, & Gardner, 2005).

The idea rests on the premise that effective leaders are trustworthy, moral, self-aware, and self-controlled individuals who encourage their subordinates' own growth and development (Luthans & Avolio, 2003). The leaders, their subordinates and the organisation as a whole all stand to benefit in the long run by adopting a more moral and trustworthy leadership style.

Moreover, true leadership involves not just honesty and reliability but also the existence of other crucial personal traits including a sense of mission, strong moral convictions, compassion, empathy and self-discipline. Authentic leadership behaviours (empathy, respect, trust, connectivity, balance) are bolstered by embarking on a journey of self-discovery, self-improvement, reflection and renewal (Shirey, 2009). Again, several scholars have argued that authentic leaders are those that inspire their followers to care more about the well-being of their co-workers (Crosby & Bryson, 2005). Ethical principles are at the heart of this type of leadership, and therefore it is generally accepted that leaders who exude authenticity will act in ways that are consistent with their beliefs and principles (Boekhorst, 2015).

Authentic leadership theorists go even farther, arguing that being genuine and trustworthy in all interactions is crucial for success (George, 2003; Luthans & Avolio, 2003). They believe that authentic leaders are those who are honest about who they are and what they care about and who put a premium on maintaining healthy interpersonal connections (Kiersch & Peters, 2017). To be an authentic leader is to play a crucial role in the growth of genuine followers (Gardner et al., 2005). Self-awareness, honesty and openness, integrity and consistency are hallmarks of authentic leadership, which places a premium on building and maintaining meaningful connections with those under one's charge (Avolio & Gardner, 2005). In this context, transparent and ethical leadership refers to a set of practises that leaders adhere to in order to foster an environment where everyone feels comfortable contributing to decision-making and contributing information (Laschinger & Fida, 2014).

Empirical studies consistently find that honest leadership has a favourable impact on subordinates. This kind of leadership is an innovative approach that has the potential to assist businesses in adapting to changing conditions (cited in Jang, 2021). In these uncertain times of the covid-19 epidemic, when many businesses are failing, organisations need leaders who can adapt to changing environmental circumstances and encourage staff to accomplish their career ambitions and organisational objectives (Miidom et al., 2021). There are four fundamental components of authentic leadership: 1) self-awareness; 2) balanced processing; 3) relational transparency and 4) internalized moral perspective (Kernis & Goldman, 2006; Walumbwa et al., 2008).

Self-Awareness: Authentic leaders are very much self-aware of their weaknesses, strengths and where they fall short of and interact with others with frankness. Thus, they do not try to impress others but stay true to themselves. Authentic leaders welcome divergent views and interact more with their followers (cited in Sagbaş et al., 2021). These leaders try to keep in mind how they view themselves and how others view them, hence they do not hide those traits or pretend towards their followers. According to Kernis (2003), self-awareness involves having awareness of, and trust in, one's motives, feelings, desires and self-relevant cognitions. This entails having full knowledge or personal insight of one's strengths and weaknesses. Authentic leaders have self-reflection through which they gain clarity with regards to their personal core values, identity, emotions, motives and goals for better understanding of their persona (Gardner et al., 2005). Authentic leaders understand how behaviours portrayed affect employees. The leaders with a high level of self-awareness are more capable of leading and developing their employees (Jang, 2021). Research has shown that people with high sense of their strengths and weaknesses are also high on authenticity (Yadav & Dixit, 2017).

Balanced Processing: Balanced processing refers to a leader's ability to scrutinise all relevant information without partiality before taking a decision (cited Miidom, Dyke-Ebirika & Tidjoro, 2021). Thus, authentic leaders often process information without any biases and are objective when it comes to decision making. Authentic leaders are with self-confidence and think through any action to be taken to ensure fairness in decisions taken. They make judgments based on the perspectives of all stakeholders and this enables employees to locate the information required in achieving their objectives (Miidom et al., 2021). The balance processing characteristic of authentic leaders make them objectively think through both positive and negative aspects of a problem before making important decisions (Kernis, 2003). Similarly, employees participate in the decision-making process as these leaders seek their varied views on issues which gives these employees the impression that the leaders consider their opinions instead of imposing their views on them (Jang, 2021). Thus, authentic leaders do not impose their ideas and opinions on their followers but allows them to freely air their own views and ideas and try to encourage their subordinates to be objective and genuine (Yadav & Dixit, 2017).

Relational Transparency: This refers to the habit of revealing one's true self to others and behaving according to one's true nature instead of being manipulated by others (cited in Jang, 2021). Authentic leaders show their true character to their followers whether it is good or bad as they ensure that they have clear motives for every action. These leaders are honest, show genuine behaviours and consistently exhibit such values with their followers. (Oh, Cho & Lim, 2017). To Walumbwa et al. (2008), relational transparency characteristic of authentic leaders makes them act with openness and sincerity in their interaction with their followers. Authentic leaders express themselves in plain language, with honesty and are transparent in explaining their feelings to their subordinates. The transparency exhibited by authentic leaders enhances the formation of trust and teamwork among co-workers and also promote positive relationship

between leaders and followers (Gardner et al., 2005). Leaders with relational transparency share their thoughts with sincerity by being open and obtaining consent and dissent from followers (Jang, 2021). Authentic leaders believe in building an organisational structure that allows employees to share information and their feelings in a genuine manner, without any fear (cited in Yadav & Dixit, 2017).

Internalized Moral Perspective: Internalized moral perspective component of authentic leadership means that authentic leaders are ethical, exhibit high sense of morality and behave according to their personal values and norms (Jang, 2021). Authentic leaders have high moral standards and ethical conduct and do not succumb to societal or organisational pressure which will make them deviate from their internalized moral standards and values (Yadav & Dixit, 2017). Thus, they have internalized moral outlook and try to live by these internalized ethical standards as well as interact with followers by same set of ethical standards and values. These types of leaders hold people-oriented attributes in high esteem and value relationships. Authentic leaders try to improve upon their weaknesses from feedback received from others and are not pretentious when it comes to their values and beliefs (George, 2003).

2.3 Employee Engagement

Employee engagement, as defined by Schaufeli (2012), is a good, rewarding mental state associated with work that is characterised by commitment, excitement, energy, devotion and absorption. It's the workers' positive affective-cognitive state and level of dedication to their jobs that ultimately yields the greatest results (cited in Laschinger & Fida, 2014). Vitality, devotion, and immersion are the hallmarks of an engaged workforce (Schaufeli and Bakker, 2004). High levels of energy and mental toughness are what scholars mean when they talk about vigour, whereas the words significance, inspiration, pride, and passion are what scholars mean when

they talk about commitment. People who are absorbed in what they're doing are completely focused on it (Schaufeli and Bakker, 2010).

Bedarkar and Pandita (2014) define employee engagement as the degree to which an organisation's efforts to foster a sense of belonging among its employees. Thus, it is the extent to which workers' own ambitions parallel those of the company for which they work. Referenced in Saleem et al. (2020). According to Schaufeli and Bakker (2004), the idea defines an employee's emotional connection with the organisation, which influences the amount to which he or she will go above and beyond to fulfil organisational aims. Therefore, an engaged worker is one who shows interest in and takes pride in his or her work, who values the success of the company and its reputation, and who consistently seeks to exceed colleagues.

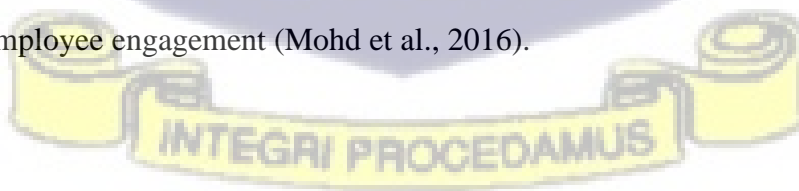
Job qualities, organisational support, supervisor support, incentives and recognition, procedural fairness, and distributive justice all influence employee engagement, as stated by Saks (2006). However, according to Joshi and Sodhi (2011), the amount of employee engagement is determined by elements such as pay and benefits, employee and employer relationships, employee and supervisor trust, opportunities for professional development, and collaboration (cited in Mohd, Shah & Zailan, 2016). Facilitating employee engagement requires organisations to have clearly defined responsibilities, provide opportunities for staff training and development, and cultivate an atmosphere that encourages participation (Saleem, Shenbei & Hanif, 2020).

Since engaged workers are more likely to show dedication to company values and excel in their jobs, higher levels of employee engagement and commitment to work translate to greater success in meeting business goals (Kamanja, 2020). Research has demonstrated that the amount of employee involvement may be used to forecast money flow, results of employee performance, and the attainment of organisational success, making the idea of employee engagement of tremendous importance to any organisation (Mohd et al., 2016).

2.4 Employee Work Environment

Working environment is everything about the surroundings, situations, behaviour of employers and colleagues and organisational attitude (Tyagi, 2016). Conditions at the workplace are a significant factor in determining the level of engagement and employee retention as people want to work in a safe workplace. Various aspects of the work environment can result in various levels of employee engagement (Miles, 2001). A safe work environment attracts new applicants for jobs in an organisation while a poor work environment leads to high employee turnover (Saleem et al., 2020). An organisation with a work environment that is characterized by openness, justice and allows employee creativity and sharing of ideas, is one that will have more employees willing to increase their level of engagement (Anitha, 2014). Employees engage in the positive exchange of behaviours, feel motivated and committed towards their job when they are provided with a healthy work environment (Saleem et al., 2020).

On the contrary, employees face occupational stress, feel toxicity among co-worker relationship, engage in absenteeism and work destruction which ultimately results in low work engagement when an organisation does not provide them with a healthy or supportive work environment (Saleem et al., 2020). Organisations that show concern about employees' well-being, develop skills of employees, allow employees to freely express themselves and solve work-related problems are seen to be providing supportive working environment which is considered a key determinant of employee engagement (Mohd et al., 2016).



2.5 Theoretical Framework

The Social Exchange Theory (SET) provides the theoretical underpinning for this study. In order to explain the relationships that exist between authentic leadership, employee engagement and employee work environment which are the constructs under study, this study relied heavily on the social exchange theory (SET).

2.5.1 The Social Exchange Theory

The Social Exchange Theory (SET) was originally initiated by Homans in 1961. Several scholars have contributed to the development of the theory including Homans' (1958) work on social behaviour in the exchange process, the work on how value is placed on the benefits in an exchange relationship by actors in that relationship by Thibaut and Kelley (1959), Emerson's (1962) work on the impact of power between actors in an exchange relationship as well as Blau's (1964) work on social interaction as an exchange process (Addo, 2017).

This theory is based on the premise that social behaviour is the result of an exchange process and that individuals are generally rational and do a cost and benefit analysis of every relationship. The theory is on the proposition that people weigh the benefits and risks involved in their interactions and association with others. According to Scholars (Homan, 1961; Emerson, 1962; Blau, 1964; Nunkoo, 2016), who advocate for this theory, most people will tend to terminate any relationship that is seen to have the risks outweighing the rewards (cited in Soieb, Othman, & D'Silva, 2013).

Based on the assumptions of Homans (1961), Nunkoo (2016) argues that all participants in an exchange process are reliant on one another for advantages (both material and immaterial) and

choose to participate in the exchange process after weighing the pros and cons. For this reason, individuals would only enter into an exchange relationship if they believed the advantages outweighed the drawbacks (Nunkoo, 2016). Furthermore, Nunkoo (2016) adds that the advantages of social exchanges, as alluded to by the theory's proponents, are primarily discretionary and may take the shape of intangibles, but in the case of commercial transaction, concrete benefits are gained (Agbozo, 2018).

Again, Blau (1964) claimed as a prominent proponent of the social exchange theory that the advantages of economic exchanges are primarily contractual while the benefits of social trade are unknown and not contractual. As Blau explains it, when an employer provides an employee with a perk, the person owes the employer something in return (cited in Bibi, Ahmad & Majid, 2018).

Thus, if leaders treat their employees well, the workers will treat their superiors well. Furthermore, it can be deduced that if workers are given a pleasant place to work and sufficient tools to do their jobs, they will be encouraged to do their best since they will see the positive effects of their efforts on the company and the company on the worker (Soieb et al., 2013).

Many studies have used the social exchange theory to analyse the interactions in various organisations (Bagger & Li, 2014; Blau, 1964; Colquitt, Baer, Parker, Williams & Turner, 2006; Long & Halvorsen-Ganepola, 2014), with the theory proposing that leaders form exchange connections with their subordinates by bequeathing certain advantages on them, such as offering support, fair treatment, or autonomy. Over time, the way subordinates feel and act is a direct reflection of the trade connections they've established with superiors (cited in Lorinkova & Perry, 2014). Similarly, when workers feel appreciated and respected by their employer, they are better able to give their all for the business. The same is true for leaders: when they have a healthy rapport with their superiors, they are more likely to want to give their subordinates the freedom to make decisions for themselves, which in turn improves their rapport with those employees (Eisenberger et al., 2001 cited in Bibi et al., 2018; Lorinkova & Perry, 2014).

Negative reciprocity, on the other hand, occurs when workers respond negatively to leaders' poor treatment of them by exhibiting unfavourable actions against the company (Fox, Spector & Miles, 2001).

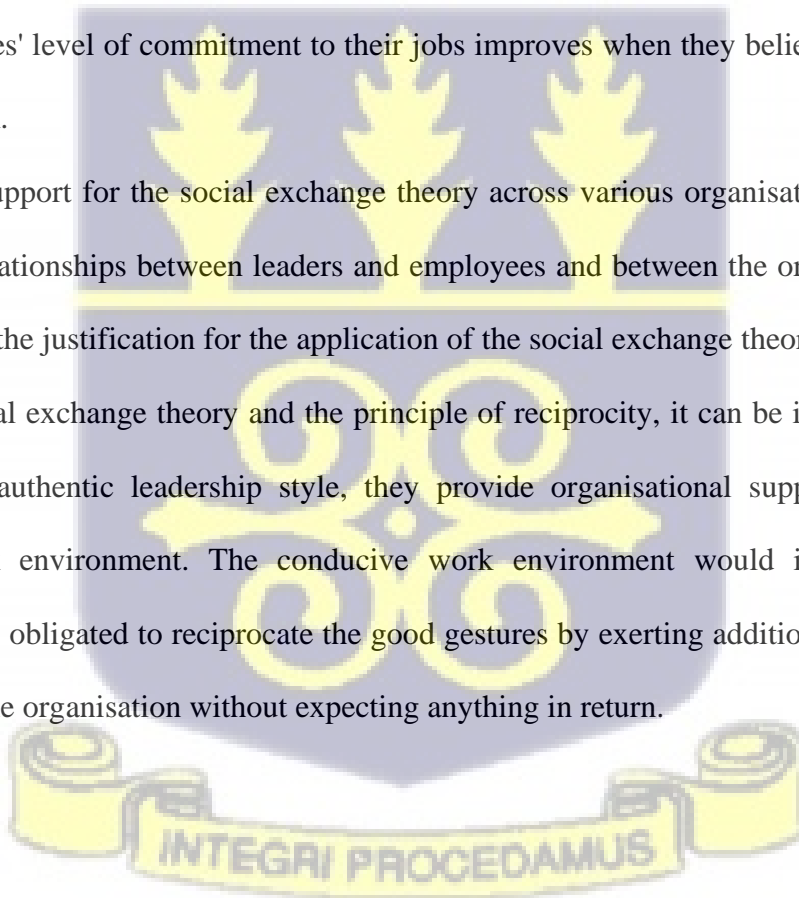
Using this idea as a framework, this research looks at how authentic leadership, employee engagement, and the workplace environment are connected. This is due to the fact that the social exchange theory offers a window of opportunity for understanding the connection between authentic leadership, employee engagement, and a positive work environment in the five assemblies selected for this analysis. Authentic leadership, according to the findings of empirical research, not only increases employee engagement by creating a positive work environment, but also increases followers' faith in their leaders. Therefore, if followers trust their leaders, they are less likely to question the motives and behaviours of the leaders, and they are more likely to willingly go above and beyond when requested to do so (Qiu et al., 2019). Those who adopt an authentic leadership style are able to improve office connections by providing an example of constructive interpersonal interactions and enforcing high standards for appropriate conduct (cited in Laschinger & Fida, 2014). Furthermore, such managers have a keener awareness of what it takes to do quality work, and they put in place all the tools their staff members need to succeed (Laschinger, Wong & Grau, 2012).

Similarly, authentic leaders encourage their followers to exhibit their skills at work. This boosts morale and productivity. Authentic leaders, as argued by Laschinger, Grau, Finegan and Wilk (2010), work to mitigate the occurrence of workplace disputes and burnout. Leaders like them help workers deal with difficult situations on the job (cited in Laschinger & Fida 2014). A supervisor who encourages employees to be open and take responsibility for their actions, as well as one who facilitates the free flow of information and encourages employees to make decisions that are consistent with ethical principles, can greatly increase workers' motivation and engagement in order to meet job requirements (DeConinck, 2010). Therefore, it can be deduced

that leaders that demonstrate an authentic leadership style at work establish an exchange connection with their workers by offering support, motivation, an enabling atmosphere, and expressions of gratitude. By taking these measures, leaders may boost morale and, in turn, encourage their teams to return the favour by acting more positively toward them and the company as a whole (Lorinkova & Perry, 2014).

In a similar spirit, companies foster relationships based on mutual benefit when their workers find that their professional experiences have a positive impact on their personal lives. Therefore, when workers believe that their organisation cares about them as individuals, provides good feedback, and encourages them to share ideas, grow professionally, and address issues at work, they are more likely to be invested in their job and committed to their employer (Jiang & Men, 2015). Employees' level of commitment to their jobs improves when they believe their company cares about them.

The empirical support for the social exchange theory across various organisational settings and the exchange relationships between leaders and employees and between the organisation and its employees, was the justification for the application of the social exchange theory in this study. In view of the social exchange theory and the principle of reciprocity, it can be inferred that when leaders exhibit authentic leadership style, they provide organisational support and create a conducive work environment. The conducive work environment would in turn, result in employees being obligated to reciprocate the good gestures by exerting additional effort to serve customers and the organisation without expecting anything in return.



2.6 Empirical Review

2.6.1 Authentic Leadership and Employee Engagement

As leaders decide what has to be done and where resources should be allocated, they are one of the most significant resources for employee work-engagement (Bakker and Demerouti, 2008). Leaders may thus serve as a crucial support system for their teams, helping to keep everyone enthusiastic about coming to work (Niswaty, Wirawan, Akib, Saggaf & Daraba, 2021). Workers often look to their interactions with their leaders as a guide to what kind of behaviour is expected of them on the job, therefore leaders have a significant role in defining the way everyone else perceives the workplace atmosphere (Macey & Schneider, 2008). The immediate supervisor is the most visible and concrete example of management's behaviours, rules, and procedures, according to Kozlowski and Doherty (1989) (cited in Boersk, 2014).

Since the 1980s, the idea of authentic leadership has grown in popularity and academic study. The authors Henderson and Hoy (1983, p. 63) defined authentic leadership as "the embrace of responsibility, the non-manipulation and the primacy of the self above position needs" (cited in Oh et al., 2017; p. 277). Authentic leaders have an impact on employee engagement because they motivate their followers to provide 110% at work (cited in Shinnan, 2020). Again, they encourage and create employee commitment to participate with the organisation by displaying their genuine traits and providing resources to other workers (Walumbwa et al., 2010). Because of this, authentic leadership improves workers' dedication to their jobs. Authentic leadership has been shown to increase employee engagement, according to studies (cited in Niswaty et al., 2021). Avolio, Koh, and Bhatia (2004) argue that authentic leaders affect their followers' work attitudes through inspiring optimism, trust, and pleasant emotions. So, when employees see their

chief executive officer as someone they can relate to and trust, they are more invested in their job.

To back up the aforementioned claim, Niswaty et al. (2021) surveyed workers at one of Indonesia's major public service offices to examine the link between authentic leadership and staff morale. The study's findings demonstrated a strong correlation between authentic leadership and workers' dedication to their jobs. The results of the research showed that when leaders are genuine, their staff are more invested in their job. Because of this, leaders who exhibit authentic leadership qualities are in a better position to connect with their teams and inspire them to do their best work.

Towsen et al. (2020) also studied the connection between authentic leadership, psychological empowerment, job clarity, and employee engagement in the South African mining industry. Two hundred and thirty-six workers at a coal-mining company in South Africa participated in the study so that researchers could examine the correlation between real leadership and employee engagement. According to the findings, there is a correlation between authentic leadership and employee engagement, and more authentic leadership results in better employee engagement. The results also showed that authentic leadership has an effect on employee job engagement, both immediately and later on via the employees' sense of psychological empowerment.

Additionally, Novitasari et al. (2020) investigated the impact of authentic leadership style and psychological capital, on the creative work behaviour of an Indonesian manufacturing business and discovered a favourable correlation between the two. As a result, authentic leadership and psychological capital are important factors in predicting and shaping workers' creative and proactive actions in the workplace, both of which have the potential to increase or decrease engagement.

In addition, Qiu et al. (2019) analysed the results of a research they did on the impact of authentic leadership on confidence in leaders, organisational citizenship behaviour, and service quality in China's hotel and restaurant sector. After conducting pilot research at a polytechnic institution in the south of China, they collected data from sixty-seven (67) frontline workers at Chinese five-star hotels. According to the study's results, followers are more likely to go the extra mile for consumers if their leaders earn their confidence via authentic leadership behaviour. According to them, this has the potential to boost morale and productivity in the workplace. This also implies that authentic leaders may influence their teams to make choices that aren't directly in their purview just by being who they are.

Oh et al. (2017) conducted another research on authentic leadership and employee engagement at work, this time focusing on the moderating role that living one's values at work plays. The study's authors surveyed 281 workers from three of South Korea's largest firms and found that authentic leadership significantly influenced employee dedication on the job. The results showed that the authentic leadership of Korean corporations had a substantial beneficial influence on worker dedication. If leaders have a good effect on their teams and model the organisation's ideals in their daily actions, those teams will respond positively and become more engaged in their job.

Studying the impact of leadership on employee engagement, Othman et al. (2017) accounted for the moderating role of leadership communication styles. The workers of Johnson Controls Automotive Sdn. Bhd. in Malaysia (n=112) were surveyed. Employee orientation was shown to be a major predictor of employee involvement in a multiple regression study comparing three leadership styles often used in the workplace (employee orientation, change orientation, and production orientation). Thus, leaders may maximise employee engagement by paying close

attention to their staff, treating them fairly while also taking into account their needs and the staff's abilities.

Yeboah-Appiagyei et al. (2018), in a research on authentic leadership and organisational commitment at selected institutions in the Brong Ahafo area of Ghana, sought to investigate the connections between social and emotional intelligence and authentic leadership, as well as the effects of authentic leadership on organisational commitment. Using a quantitative approach and a sample size of 295, this research found that there is a positive correlation between authentic leadership and employee loyalty to the company. It was also shown that both social and emotional intelligence had a strong positive correlation with authentic leadership.

Based on the review of literature it was hypothesized that:

H1: Authentic leadership will positively and significantly influence employee engagement.

2.6.2 Authentic Leadership and Employee Work Environment

One leadership style that has been shown to have a significant effect on the culture of a company is that of authentic leadership. A review of the literature on authentic leadership demonstrates that its basic components self-awareness, transparency and balanced processing have a favourable effect on the workplace (Liu, Fuller, Hester, Bennett & Dickerson, 2017).

There is an increased emphasis on open communication, especially among employees whose voices may not have been heard without the authentic leadership style being present (Walumbwa, Avolio, Gardner, Wernsing & Peterson, 2008; cited in Boersk, 2014). As a result, authentic leadership has a direct, beneficial effect on the office climate (Lee, Chiang, & Kuo, 2018). Researchers have been studying this claim in various ways for years. To provide only one example, Sagbas and Surucu (2021) investigated the impact of authentic leadership on

occupational stress. Staff members at luxury hotels in Alanya, Turkey, were surveyed to see whether they had less stress when led by authentic leaders. A total of 311 staff members from luxury hotels participated in the quantitative survey. This study found that a more authentic leadership style was inversely related to increased levels of stress in the workplace.

Once again, Yadav and Dixit (2017) looked at the connection between authentic leadership and the happiness of IT workers in India. The study's authors set out to look into the connection between authentic leadership and workers' work-related quality of life, which they described as factors including job and career satisfaction, overall well-being, job control, job stress, the home-work interface, and working circumstances. A total of 45 team managers and 121 team members were sampled for this study. According to the findings, authentic leadership significantly improved employees' lives across all six areas of job satisfaction. Therefore, authentic leadership promotes a healthy workplace.

Furthermore, Laschinger and Fida (2014) investigated how authentic leadership influenced workplace bullying, burnout, and voluntary turnover. Three hundred and forty-two recently-graduated nurses with less than two years of experience working in Ontario's acute care hospitals provided the data. Workplaces with authentic leaders had fewer bullying incidents. They are more likely to set high standards of behaviour in the workplace and less likely to accept bullying behaviour because these leaders are honest and consistent in their interactions with followers. This indicates that when workers view their leader or supervisor to be genuine, they are less likely to be subjected to workplace bullying or suffer burnout. According to the literature, authentic leadership improves the workplace for everyone involved. The following hypothesis was therefore stated:

H2: Authentic leadership will positively and significantly influence employees' work environment.

2.6.3 Work Environment and Employee Engagement

Employee engagement may be affected by the quality of the work environment, which has been shown to increase in productive and positive work environments and decrease in unproductive and negative ones. Staff members are more likely to give high-quality service if they are provided with a conducive work environment that allows them to make the most of their knowledge, abilities and resources (Leshabari et al., 2008; Nasidi et al, 2019). The key to a productive workplace is fostering positive connections among workers (Nugroho, et al, 2020).

A study conducted by Bushir (2014) at the Institute of Finance Management in the Dar es Salaam Region provides more evidence for the claim stated above. Fifty participants were selected at random for this investigation. Employee performance was shown to be affected by factors related to the organisation's working environment, including issues related to the availability of job aids, the usage of performance feedback, the prevalence of noise at work, and the supervisor's interpersonal interaction with subordinates.

Kamanja et al. (2019) looked at how the workplace atmosphere in Kenya's central government ministries affected employee engagement. They used a quantitative approach to survey 200 workers in central government ministries in Meru County, Kenya, to learn more about the connection between workplace conditions and employee dedication. Employee engagement was shown to be significantly affected by both the physical and social aspects of the workplace. Employee enthusiasm was shown to increase in tandem with improvements in the emotional climate of the workplace. Despite this, allowing workers more freedom in their schedules did not boost morale. This indicates that an employee's willingness to contribute to the success of the company will increase if they feel at ease in their day-to-day work surroundings.

Mohd et al. (2016) investigated the impact of the office setting on the dedication of workers at a Kuala Lumpur-based telco. In order to determine how much of an impact, it has on incentives, work environment and work-life balance have on employee engagement, researchers surveyed 250 workers at a Klang Valley telecommunications company. It was found that the work environment is the single most important element in determining whether or not workers are invested in the success of their organisation, and that this atmosphere must be both favourable and liberating for people to give their all.

The academic staff at private institutions in the Gwalior area were the focus of Tyagi's (2016) research on the workplace as a predictor of employee engagement. Information was collected from 130 different universities. Employee engagement was shown to be highly influenced by the quality of the workplace. This indicates that when workers are happy with their workplace conditions, they are eager to step up their efforts for the company.

Again, Nasidi et al. (2019) investigated the effect of the workplace on the enthusiasm of the University of Nigeria's non-academic workers. Researchers at one institution surveyed 150 non-academic employees. The statistical software for the social sciences was used to conduct critical analysis and hypothesis testing and the results indicated a modest association between the workplace setting and employee engagement. This contradicts previous research that found workplace factors to be a predictor of employee engagement. Researchers concluded that this was because workers at the relevant institution were not being disrupted in their jobs by the surrounding environment, or alternatively, that the university environment did not need any unique considerations.

In addition, Daniel (2019) investigated the impact of organisational culture on productivity in Nigerian workplaces. In this study, the researcher used a quantitative strategy and 142 workers from the Bayelsa State Ministry of Works and Infrastructure provided responses. It was found

that employees' dedication to their jobs was significantly influenced by their physical surroundings at work. Employee effectiveness and output were also significantly affected by factors such as job satisfaction and flexibility. Following the review of the literature above, it was hypothesized that:

H3: Employee work environment will influence employee engagement.

2.6.4 Work Environment as a Mediator Between Authentic Leadership and Employee Engagement

Companies that excel have workers who are emotionally invested in their work and who dedicate their whole mental, physical and emotional resources to it (Strom et al., 2003; cited in Gozukara & Simsek, 2015). Increased output may be attributed to the positive impact of a safe and healthy workplace on workers' attitudes and performance (Daniel, 2019). However, if employees are treated poorly or aren't happy where they work, productivity will suffer. Furthermore, leadership significantly correlates with the culture of an organisation.

This notion is supported by a research conducted by Sugiyanta et al. (2021) on the impact of leadership and promotion on employee performance through the mediating function of the workplace. Using a quantitative method of study, the researchers gathered data from fifty respondents made up of workers of the College of Economics in Jakarta, Indonesia. It was revealed that leadership significantly affected the atmosphere at work. Inferring from this, it can be concluded that good leadership creates a pleasant workplace and bad leadership results in a less conducive workplace. Thus, in order to achieve high levels of employee performance, businesses should prioritise fostering an atmosphere where effective leadership styles, such as authentic leadership, may flourish.

The function of work environment and organisational culture as mediators between workplace violence and employee engagement was also studied by Saleem et al. (2020). Researchers employed a quantitative approach to analyse the role of work environment and organisational culture in the correlation between workplace violence and employee engagement. One hundred seventy-eight (178) university alums now working in Pakistan's caregiving, customer service, management and technology industries provided their responses. Employee engagement, along with the work environment and company culture, were shown to suffer as a direct result of workplace violence. These findings also highlight the importance of a healthy organisational culture and a supportive work environment as mediators between workplace violence and employee engagement.

In addition, Labrague et al. (2021) investigated the importance of nurses' work environment and leadership self-efficacy in encouraging nurses to take up leadership responsibilities. Researchers in this study collected data from 1,534 nurses working in 24 different acute care hospitals throughout the Sultanate of Oman. The study's findings demonstrated a correlation between nurses' intrinsic drive and leaders' genuineness in their leadership styles. Furthermore, the relationship between authentic leadership and the drive to take on official leadership responsibilities was somewhat mediated by factors including nurses' perceptions of their own leadership skills and the culture of their workplaces. As a result, nurse managers' authentic leadership style was related to the enthusiasm of their staff nurses to take on leadership roles. This shows that workers are more likely to volunteer for leadership positions if they have a positive impression of their workplace and a high opinion of their own abilities.

To this end, Lee et al. (2018) investigated the role that work environment and burnout played as mediators between authentic leadership and nurses' intentions to quit the profession. The study used a quantitative approach to gather data from three hospitals in southern Taiwan to examine

the role that work environment and burnout play in the link between authentic leadership and nurses' intentions to quit their current positions. The study's findings showed that authentic leadership influenced nurses' intentions to leave their jobs, but that this impact was mediated by factors including job satisfaction and exhaustion. The researchers came to the conclusion that leaders who are themselves genuine may foster conditions where employees are less likely to get burned out or to announce their plans to depart. As a result, they advocated for measures to foster a more upbeat atmosphere in the office. From the literature review, the following hypothesis was stated:

H4: Employee work environment will mediate the relationship between authentic leadership and employee engagement.

2.7 Conceptual Framework

This section investigates several relationships among the independent and dependent variables. The figure 2.1 depicts the relationship between authentic leadership, employee engagement and employee work environment. This was informed by theoretical and empirical review of literature and the hypotheses formulated. From the diagram, it can be explained that authentic leadership has a direct relationship with engagement. Again, authentic leadership has an influence on employee work environment which in turns has a relationship with employee engagement. In summary, the figure postulates that authentic leadership style will predict employee engagement. Furthermore, employee work environment has a mediating role in the relationship between authentic leadership style and employee engagement.

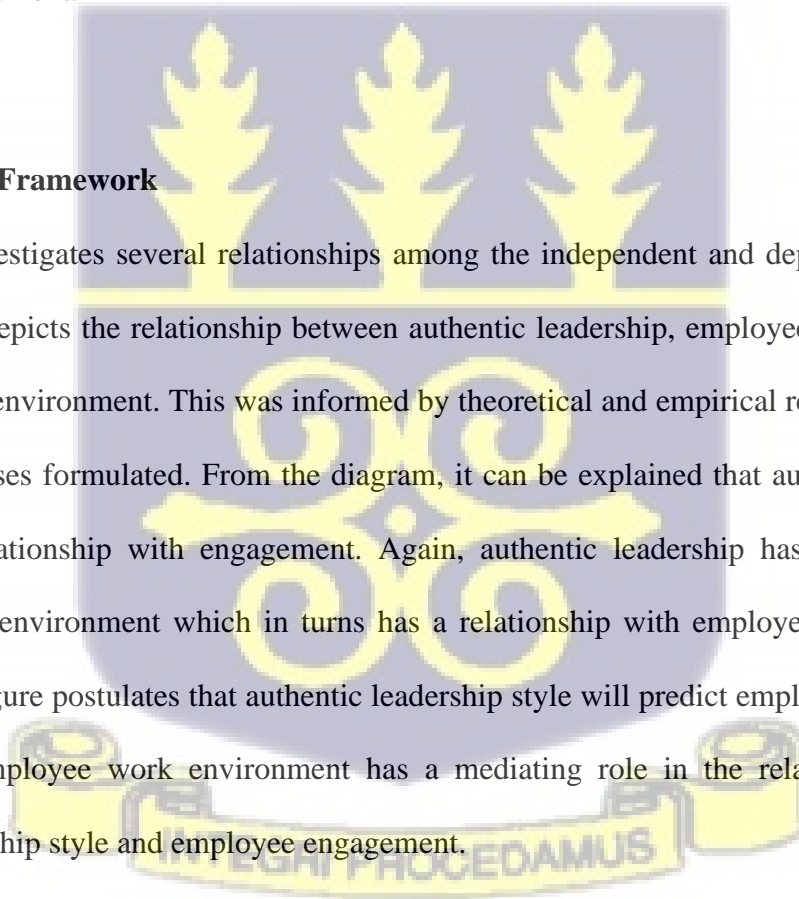
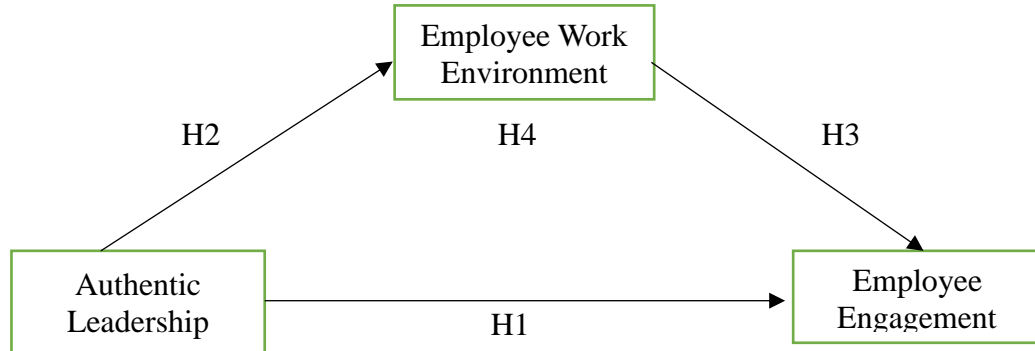


Figure 2.1 Proposed Relationships between Authentic Leadership, Employee Work Environment and Employee Engagement.



Source: Author's Construct (2022)



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methodology adopted in this study in order to achieve the objectives stated in chapter one of this study. It explains the philosophical assumptions underlying the adoption of the method, the adopted research paradigm, research design, population and sample size and the sampling techniques employed for data collection as well as methods adopted for the analysis of data. The chapter further explains the ethical considerations made throughout this research.

3.1 Research Paradigm

A researcher's worldview has a substantial influence on the study that is being conducted. During their investigations, scientists draw philosophical conclusions about the nature of reality, the means by which it exists and the scope of knowledge available on these topics (Boateng, 2020). Among academics, the term research paradigm is synonymous with philosophical viewpoint (Creswell, 2014). Kuhn (1970, p.175) defines a paradigm as "a collection of ideas, attitudes and practises that are accepted by members of a scientific community and which works as a guide or map, defining the kinds of issues scientists should investigate and the types of answers that are acceptable to them". According to Kuhn, a paradigm is a research culture consisting of a shared set of norms, standards and assumptions about the purpose and methods of scientific inquiry held by a group of researchers (Kuhn, 1977). The word paradigm is often used to refer to the established order of scientific and scholarly beliefs, norms, and assumptions (cited in Antwi &

Hamza, 2015). Different from other paradigms are those that take a different stance on the axiology, ontology, epistemology, technique and rhetoric of scientific inquiry (Kaushik, Lai & Walsh, 2019).

Ontology, epistemology and methodology are the three pillars of the scientific method, as outlined by TerreBlanche and Durrheim (1999). These theoretical foundations of the various research viewpoints are addressed to facilitate a deeper familiarity with the paradigms. The term ontology is used to describe the character of our convictions concerning reality (Richards, 2003; p. 33). The study of the nature of reality or being is what this area of philosophy is all about, according to Saunders, Lewis, and Thornhill (2009, p. 510). To find out if the phenomena being studied has a reality that exists apart from the researcher's perspective, it is necessary to ask the ontological question that motivates all other research questions (cited in Rehman & Alharthi, 2016). The term epistemology is used to describe the study of the methods, contents, and boundaries of knowledge in any field. Understanding the nature and forms of knowledge, how it may be gained and how it can be transmitted to other humans is at the heart of this field of study (Cohen, Manion & Morrison, 2007, p. 7). What it really means is "the nature of human knowledge and understanding that might conceivably be achieved via various forms of inquiry and other ways of examination" (quoted in Antwi & Hamza, 2015, p. 219).

Research methodology focuses on the procedures used to collect data in any theoretical framework (Saunders et al., 2009). To put it another way, it describes the researcher's actual process of learning all that he or she thinks can be learned (Antwi & Hamza, 2015). A researcher's methodology is the reasoning behind and implementation of their chosen research methodologies (Rehman & Alharthi, 2016). By extension, epistemology is the study of knowledge and how it is obtained, methodology is the framework utilised to conduct research within a certain paradigm and ontology is the overarching worldview of the nature of reality

(Boateng, 2020). Philosophical worldviews such as positivism, interpretivism, critical realism, and pragmatism dominate the academic discourse on the social sciences. These are briefly described here, along with an explanation of why this particular research paradigm was chosen.

The positivist paradigm, based on the premise that knowledge should be impartial and untainted, is typically connected with quantitative research (Gemma, 2018). The premise of positivism is that there is an objective reality, unaffected by the researcher or by any other external factor. Positivists take a realistic view of reality in terms of ontological philosophy (Boateng, 2020). As a result, there is just one true reality out there. As a result, postmodernists make an effort to interpret the social world in the same objective way that they do the scientific world. Positivists argue that researchers from various eras and locations can arrive at the same findings regarding a phenomenon because reality is independent of circumstance. Positivists have an objective view of knowledge and knowledge acquisition and their approach to methodology centres on the creation of research hypotheses and their empirical testing (Rehman & Alharthi, 2016).

As a result of the complexities of the social world, the interpretivism paradigm rests on the claim that research is heavily impacted by the researcher, the period in which the study was conducted, and the context in which the findings are interpreted. The tenet of interpretive ontology holds that there are several versions of reality, each of which is interpreted differently by different people; similarly, the epistemology of interpretive ontology is personal, contingent, and limited (Boateng, 2020). Through the use of interpretive approach, social phenomena are viewed through the eyes of the participants rather than the researcher (Cohen et al., 2007. p. 7). In this way, the context of a social occurrence is comprehended. Qualitative data collected from individuals over time, as in ethnography and case studies, is analysed using an inductive technique (Rehman & Alharthi, 2016).

According to the critical realism paradigm, a faithful depiction of the real world may not be experienced since human sensory experiences define reality. To the critical realist, "existence is not contingent on our perception of it, but our perception of existence may be strengthened via observation of the real world" (Haigh, Kemp, Bazeley & Haigh, 2019, p. 3). Both transitive and intransitive worlds exist, according to the ontology of critical realism. What scholars call reality is what they perceive it to be, but intransitive reality exists apart from their subjective interpretations (Boateng, 2020). Critical realism holds the epistemological stance that there is a need to triangulate knowledge and that some information may be true (Guba & Lincoln, 1994). This paradigm uses a strategy based on hindsight reasoning. Triangulation from several sources is necessary for researchers to dissect and comprehend the structures and mechanisms behind the subjective realities that exist (Boateng, 2020).

The pragmatist paradigm holds that researchers should adopt whatever philosophical or methodological stance that is most fruitful in addressing a given research challenge. Therefore, it accepts a variety of approaches (cited in Kaushik and Walsh, 2019). Pragmatists argue that people's behaviours are always informed by their prior experiences and the ideas they've formed as a result of those encounters. This paradigm rests on the premise that human cognition and behaviour are inextricably intertwined, that individuals behave in response to anticipated outcomes and that they learn from past behaviour to guide their present and future choices. Multiple realities exist and their significance in resolving societal issues is constantly being interpreted. Knowledge, according to this epistemology, is always derived from experience (Saunders et al., 2009). When it comes to research methodologies, pragmatism is related with abductive thinking, which is characterised by its ability to go back and forth between deduction and induction (Kaushik & Walsh, 2019).

Since the researcher in this study holds the view that a social phenomenon's causes are what ultimately determines its consequences, the positivism paradigm was chosen as the guiding theoretical framework. This conforms with the positivist view that the reasons behind social events have an effect on the results such events have (Creswell, 2014). The researcher used the paradigm again to guarantee that the data came from reliable, independent and unbiased sources as the study investigated the connection between the independent variable (authentic leadership) and dependent variables (work environment and employee engagement). Furthermore, the study's premise that genuine leadership affects the workplace environment which in turn affects employee engagement provides support for the positivist research paradigm's selection as the basis for this investigation. According to the tenets of the positivist school of thought, they are appropriate.

Furthermore, this current study had specific research questions to answer and to achieve that, hypotheses were formulated and needed to be tested to arrive at a conclusion. This is supported by the methodology of the positivist paradigm which deals with the formulation of research hypotheses, research questions and testing them empirically (Rehman & Alharthi, 2016). Moreover, to establish a theoretical basis for this research, the researcher identified a relevant theory which was the social exchange theory. This is also in harmony with the positivist approach to research which predict results, test a theory or investigate the strength of relationships between variables or the causal relationships that exist among variables (Chilisa, & Kawulich, 2012). Lastly, the positivist paradigm was adopted because of the quantitative method employed by this research in the collection and analysis of data which enhances objectivity of findings and reduces researcher influence in line with the post positivist point of view. Thus, the researcher deemed the positivist research paradigm as the most suitable for the current study.

3.2 Research Design

Research designs are the plans for how data will be gathered, analysed, interpreted and reported in a study (Cresswell & Clark, 2007) (cited in Boru, 2018). It lays forth the plan for gathering the necessary information, analysing it and drawing conclusions in order to answer the study's central question (Grey, 2014). The researcher in this study used a numerical approach. Testing hypotheses and theories with real-world evidence is at the heart of the quantitative method (Antwi and Hamza, 2015). As a result, the researcher was able to verify the study's assumptions thanks to the approach that was used.

Again, the quantitative approach works well for determining the links between causes and effects of phenomena. Since the researcher aimed to establish links of causation between the various variables, this approach was ideal for the present investigation. Thus, authentic leadership, the office setting and staff participation in order to draw broad generalisations about job outcomes (Antwi and Hamza, 2015).

Furthermore, cross-sectional survey was relied on with the use of a self-report questionnaire to solicit participants' own accounts of experiences for the data collection of this study. Baumgartner and Hensley (2005) indicated that, a cross-sectional design is used to examine a sample of the population under the assumption that its characteristics are stable through time. In this study, questionnaires were sent out to respondents at a specific moment in time after a random sample of the population had been selected and assessed. Cross-sectional surveys have a high response rate, are reasonably inexpensive and may produce findings in a short amount of time, as stated by Fife-Schaw (1995). It also expedites the process of drawing findings and publishing them so that other agencies may utilise the data to inform policy shifts. Consequently, a cross-sectional survey method was used. Given the lack of complexity in the required

information and the absence of any linguistic or literate barriers, this layout was also acceptable (Hinds, 2000).

3.3 Research Population

Population as described by Dawson (2019) is putting together all the individuals or bits and pieces that research aims to understudy. Creswell (2006) explained target population as the population upon which a study is conducted on. In line with this, the population for the study were employees of local government service in four selected districts and one municipality in the Eastern Region. The reason for the selection of the local government service for the study was because the structure of the service is such that there exists an array of leadership structures in place. This consists of politicians specifically District, Municipal Chief Executives as well as Mayors of Metropolitan assemblies who are the political and administrative heads, the District and Municipal Coordinating directors who are also the technocrats supposed to coordinate affairs of all departments in the District/Municipality, among other heads and supervisors. Additionally, the leadership style as well as the work environment at the district level plays a significant role in determining the level of employee engagement at the assemblies. This has a great impact on the development the country as it desires to overcome the economic challenges it is faced with. Hence the need to examine the relationship and make recommendation for a positive outcome.

Furthermore, the target population was appropriate because no studies regarding authentic leadership style and employee engagement had been carried out on the local government service. Specifically, the target sample was employees from Atiwa East, Birim South, Lower Manya Krobo, Okere and Kwahu East assemblies in the Eastern Region. The participants were stratified into categories of top management, middle management and junior staff with more than one (1) year working experience in the local government service. The justification for the categorising

respondents into the three strata is the fact that leadership relates differently to staff depending on whether they are junior staff, middle management or senior management staff. Thus, staff at each level will have different perceptions and experiences with regards to leadership style exhibited by the heads of departments and units in the various assemblies. Additionally, the level of engagement maybe differ since staff are treated differently in terms of consultation, motivation at work and distribution of resources to work with based on the category they fall within. Hence, in order to get the true sense of leadership style exhibited and employee engagement, there was the need to categorise the respondents into the above strata.

3.4 Sample Size

According to Hassan (2015) a sample is a fraction of a target population selected to partake in a scientific enquiry. Similarly, Dawson (2019) describes it as a portion of a population that is selected to be used for scientific research. Thus, the sample must be a representative of the population which means there is the need to select a sampling technique that will be appropriate in the generalisation of findings.

The sample size for the study was an accessible population of 574, out of which a sample of 236 was estimated using the mathematical equation developed by Miller and Brewer (2003). Although the mathematical formular gave an estimate of two hundred and thirty-six (236) as the sample size for the study, two hundred and forty-five (245) participants were selected using a stratified and simple random sampling technique from the various district offices for the study in order to enhance the generalisation of findings. Three hundred (300) questionnaires were therefore administered to respondents of which two hundred and forty-five (245) were successfully retrieved. Thus, a response rate of 82% was attained. This study adopted the sample

size determination formula by Miller and Brewer (2003) in order to determine the sample size for data collection, given as:

$$n = \frac{N}{1+N(\alpha^2)} ; \text{ Where } n=\text{sample size, } N= \text{Target population size and } \alpha=\text{error term.}$$

Thus, population size for each Assembly is given below:

Kwahu East District= N= 103,

Okere District =N= 120,

Atiwa East District=N = 96,

Lower Manya Krobo Municipal =N= 184,

Birim South District =N= 71,

Thus, the sample size for the study was: $\frac{574}{1+574(0.05^2)} = 235.7 = 236$.

A total (n) of 245 employees from the five assemblies were sampled for the study although the formular gave an estimate of 236 as there were more responses from participants.

3.5 Sampling Technique

Stratified and simple random sampling were used to choose the respondents in this research. In stratified random sampling, the entire population is divided into sections, or strata, in order to conduct a probability sample. So, a per-stratum sample is selected using simple random sampling inside each stratum, and then all per-stratum samples are added together to produce the stratified random sample (Nguyen, Shih, Srivastava, Tirthapura & Xu, 2019). When using simple random sampling, all potential samples have the same probability of being selected. As a result, in order

to offer an objective representation of the whole, the investigator randomly chooses each part of the sample (Frerichs, 2008).

The stratified random sampling technique was used in selecting respondents in order to ensure a fair representation of the target population and to reduce sampling bias as well as ensure generalisation of findings. For the five assemblies, respondents were constituted into three different strata (top management, middle management and junior staff) from which participants were randomly selected. Additionally, the simple random sampling technique was employed to select 60 respondents from each assembly with 20 from each of the three strata (top management, middle management and junior staff). Thus, every employee of the five assemblies had an equal opportunity of being selected so as to enhance generalisation of the findings of the research.

Furthermore, as part of the sampling, respondents were employees of the local government service with more than one (1) year working experience in the service and who work in Atiwa East, Birim South, Lower Manya Krobo, Okere and Kwahu East districts in the Eastern Region of Ghana. Again, all respondents had a supervisor whom they reported to since the study is about how leaders impact on employee engagement. Again, respondents were people who had a better understanding of the structure and system in the local government service, hence this study did not include, temporary employees in these assemblies.

3.6 Source of Data

Data are figures or facts from which inferences can be made. This study relied on both primary data and secondary information. Primary data refers to the data gathered from respondents by a researcher for the first time on variables under study and secondary information was existing data collected earlier by other investigators and organisations (Ajayi, 2017). For analysis in this

study, primary data was used and secondary information was used for the theory that underpins the study.

3.7 Data Collection Procedures

With the help of a standardised questionnaire with closed-ended questions, the researcher was able to quantify the relationship between authentic leadership and employee engagement in the local government service. As a means of gathering information, the study relied on previously published surveys. First, the researcher got an introductory letter from the University of Ghana's Organisation and Human Resource Management Department and forwarded it to the five assemblies to gain institutional consent for the study (Atiwa East, Birim South, Lower Manya Krobo, Okere and Kwahu East). After gaining permission, managers and participants were informed of the study's purpose and scope. Respondents were asked for their permission and made aware that their responses would be kept private. Following participant stratification, data collection for the study commenced with the use of a designed questionnaire and a straightforward random sample technique. For three weeks, participants were given paper questionnaires to fill out, while those who chose electronic submissions were provided with a link to the survey via the internet. According to the sample size calculated for the study, 300 questionnaires were sent out. Only 245 (or 82%) of the original 300 questionnaires were returned. The investigator then expressed gratitude to the company's administration and workers for their cooperation with the study.



3.8 Data Collection Instruments

In gathering the data, a structured questionnaire which was developed from scales adopted by various scholars was used. It was divided into four sections which are (Section A, B, C and D). Section A consisted of the demographic variables which comprised of the gender, age, educational qualification, number of years in the organisation, marital status, employment type and category of staff of the respondent. The demographic information helped in understanding the target population for the study. The rest of the three sections B, C and D helped to measure the study variables: authentic leadership, employee engagement and employee work environment.

The questionnaire was administered to a total of three hundred (300) local government employees with more than one (1) year experience of service out of which 245 were retrieved for analysis. As already stated above, it consisted of four sections; sections A, B, C and D. Section A looked at the demographic characteristics of participants such as gender, age, educational qualification, length of service, marital status, type of employment and category of staff. Section B elicited information on how authentic leadership style influences employee engagement. Section C investigated the relationship between authentic leadership and employee work environment and Section D focused on the influence of employee work environment on employee engagement.

This study used the Authentic Leadership Inventory (ALI) developed by Neider and Schriesheim (2011) to measure authentic leadership. The instrument is a widely accepted scale for measuring authentic leadership. It contains 14 items for measuring the authentic leadership style of supervisors and heads of departments. It measures all four dimensions of authentic leadership style: Self-Awareness (3 items), Relational Transparency (3 items), Balanced Processing (4

items) and Internalized Moral Perspective (4 items). The items are measured on a 5-point Likert scale ranging from- strongly Disagree (1); Disagree (2); Neither agree nor disagree (3); Agree (4); Strongly Agree (5). Some of the Items on the ALI include: *My leader solicits feedback for improving his/her dealings with others, my leader clearly states what he/she means, my leader shows consistency between his/her beliefs and actions*, among others. Neider and Schriesheim (2011) recorded the internal consistency reliability (Cronbach's alpha (α) of the scale as .74 to .85.

Employee engagement was measured with the abridged version (UWES-9) of Utrecht work engagement scale which was developed by Schaufeli and Bakker (2004). This helped to measure employee engagement at the workplace. The scale is made up of three (3) sub-scales that measure at vigour, dedication and absorption that individuals apply at work. Some of the items on the scale include: *at work, I feel bursting with energy, I am enthusiastic about my job and I am immersed in my work*. The 9 items are measured on a 7-point Likert scale ranging from- 1 (Never) to 7 (Always). The 9 items have a Cronbach's alpha (α) of 91: vigour (.76), dedication (.87) and absorption (.79).

Additionally, employee work environment was measured with questionnaire items adopted from Razak et al. (2016). The original items on the scale were developed by Sirgy et al. (2008) which consisted of elements related to QWL programs. The 13 items on the scale are on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Sample of the items on the scale include: *My place of work is safe and sanitary, at my organisation, everyone is encouraged to express his or her creativity and My organisation cares for its employees and their families*. Razak et al., (2016) reported a Cronbach's alpha of 0.939 for the adopted version. Thus the 13 items are deemed reliable measures for this study.

3.9 Validity and Reliability

Validity is the degree to which data accurately reflect the subject of the investigation. It means to take the intended measurements (cited in Taherdoost, 2016). It is the degree to which a scale or measurement accurately catches what it is designed to measure or capture (Babbie, 2008). The main types of validity include; face validity, content validity, construct validity, criterion validity. With regards to this study however, the face validity, content validity and the construct validity were undertaken to determine the appropriateness of the measurement instrument, thus the questionnaire for this study. Face validity refers to researchers' subjective assessments of measuring instrument to determine its relevance to a specific construct (Taherdoost, 2016). The face validity of the questionnaire was done with suggestions and recommendations from an experienced researcher under whose supervisor this current study was undertaken.

Furthermore, content validity describes how well the questions and scores of the questions on the measuring instrument are representative or truly reflects all potential questions about the content or skills (Creswell, 2005). In order to make sure that the scores and questions on the questionnaire were straightforward, simple, clear and suitable in measuring the various constructs under study, the content validity was also done through conversations with the study's supervisor.

Again, construct validity of the instrument which is normally undertaken in order to assess whether the items load well unto their respective constructs, was also carried out for this current study based on the convergent validity.

Reliability is about repeatability. Thus, it refers the degree to which measuring a phenomenon yield results that is consistent across contexts (Taherdoost, 2016). Researchers check reliability

of an instrument by testing the internal consistency value of a scale. The Cronbach Alpha coefficient, which is the most frequently employed internal consistency measure, is regarded as the most suitable reliability indicator when using Likert scales (Whitley, 2002, Robinson, 2009; Taherdoost, 2016). It is recommended that a minimum internal consistency coefficient (Cronbach Alpha coefficient) should be .70 or above (cited in Taherdoost, 2016). Hence, internal consistency (Cronbach’s alpha) for this study was checked during the pre-test and the instruments deemed acceptable based on the fact that the composite reliability coefficients as well as the Cronbach Alpha coefficients exceeded 0.70.

3.10 Piloting and Pre-test of Study Tool

To prove the reliability and effectiveness of the research instruments, a pilot study was conducted using twenty (20) employees from the Eastern Regional Coordinating Council and New Juaben North Municipal Assembly in the same region who were not part of the selected districts for the study. This was to authenticate the validity and reliability of the data collection instruments before the start of the actual field work. A total of 20 questionnaires were distributed during the period of pre-test. The questions were then restructured and the necessary corrections made before the actual field work was carried out. The results of this are shown below.

Table 3.1 Reliability of Study Variables with use of the Cronbach’s Alpha values

Variable	Original Value	Number of Items	Current Value	Valid Cases
Authentic leadership	.85	14	.772	20
Employee engagement	.91	9	.807	20
Employee work environment	.93	13	.895	20

Source: Field data (2022)

3.11 Data Analysis

The analysis of the specific objectives that was explored has been described below:

Analysis of data was carried out with the help of the Statistical Package for Social Sciences (SPSS) version 21 and the IBM AMOS version 21.0 for further analyses. Firstly, the data from the field was coded and sorted in the Statistical Package for Social Sciences (SPSS). Using simple frequencies and percentages, descriptive and inferential methods were then employed to analyse the demographic data of respondents such as gender, age, educational qualification, marital status, length of service, employment type and category of staff. A preliminary analysis of the data was carried out to check for normality and outliers after which a correlation matrix was performed to determine the linearity between the variables under study. Additionally, testing of hypotheses were done using the covariance-based structural equation modelling (CB-SEM).

3.12 Ethical Considerations

This study took into consideration ethical standards pertaining to every research work. Approval was sought from the target district and municipal assemblies in the Eastern region before the data collection. The respondents for the research were given a brief information about the purpose and the essence of the research as well as a briefing on how to respond to questions on the questionnaire. Participation in this research was completely voluntary and the consent of participants was sought before they were handed the questionnaires to complete. Again, respondents were given an assurance of the confidentiality and anonymity of information to be provided by ensuring that they did not reveal their names and other identities in the data collected in order to reduce apathy among respondents. Finally, for the sake of privacy,

completed questionnaires collected were kept under lock and access was strictly limited to the researcher.

3.13 Profile of Organisation

Ghana's local government structure is made up of Regional Coordinating Councils and a four-tier and three-tier Municipal/District Assembly system (Adusei-Asante, 2012). It is a public service institution which was established by the Local Governance Act 656, of 2003 with the objective of securing effective administration and management of the decentralized local government system in the country (www.lgs.gov.gh). It is made up of a) Offices of the District Assemblies; (b) Departments of the District Assemblies; (c) Offices of the Regional Coordinating Councils; (d) Departments of the Regional Co-ordinating Councils; (e) Offices of the Sub-Metropolitan District Councils, Urban, Town and Area Councils; (f) Office of the Head of the Local Government Service.

The functions of the service include:

- (a) provide technical assistance to District Assemblies to enable the District Assemblies effectively perform their functions and discharge their duties in accordance with the Constitution and the local governance Act;
- (b) conduct organizational and job analysis for the District Assemblies;
- (c) conduct management audits for the District Assemblies in order to improve the overall management of the Service;
- (d) design and co-ordinate management systems and processes for the District Assemblies;
- (e) develop and co-ordinate the personnel plans and assess the personnel needs of the District Assemblies in consultation with the District Assemblies;

(f) develop and co-ordinate the training implementation plans of the District Assemblies in consultation with the respective District Assemblies;

(g) develop professional standards and guidelines for the various categories of staff who are members of the Service;

(h) work in consultation and close co-operation with other Public Services;

(i) assist the District Assemblies in the performance of their functions under any other enactment; and

(j) perform other functions incidental or conducive to the achievement of the object of the Service.

The service is headed by the Head of Local Government Service who is responsible for the efficient organization and management of the Service and for the day-to-day operation of the Office of the Head of the Local Government Service (Local Governance Act,2016). The service has a governing council which is the highest decision-making body of the service.



CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter of the study presents the analysis of data obtained from the field and the presentation of the results of the analysis as well as discussion of findings. The results consist of the demographic profile of the research participants, preliminary screening of the field data obtained (missing values, outliers), exploratory factor analysis (EFA), structural equation modelling results (measurement and structural models) and the hypothesized relationship results. In line with the objectives of this study, the hypotheses of the study were tested with the use of the covariance-based structural equation modelling (CB-SEM) with the aid of Statistical Package for Social Sciences (SPSS) version 21. This Chapter also focuses on the discussion of findings in line with objectives as well as hypotheses stated in chapter one of this research. The findings are elaborated in relation to the reviewed literature in chapter two.

4.1 Demographic Details of the Respondents

A total of 300 questionnaires were distributed to the five assemblies from which data was to be collected (Lower Manya Krobo Municipal, Birim South, Kwahu East, Atiwa East and Okere District assemblies). Out of the total of 300, 245 questionnaires were retrieved yielding 82% response rate. After the preliminary screening of the data, 245 questionnaires were used for the analysis. The demographics of the respondents were analyzed in relation to their gender, age, educational qualification, years of work experience, marital status, employment type and category of staff. The results is presented in Table 4.1 below.

Table 4.1: The Demographic Details of the Respondents

Profile	Variable	Frequency	Percentage (%)
Gender	Male	150	61.0
	Female	95	39.0
	Total	245	100.0
Age (years)	21-30	75	30.6
	31-40	131	53.5
	41-50	31	12.8
	51-60	7	2.9
	60 and above	1	0.4
	Total	245	100.0
Education	WASSCE/SSSCE	1	0.4
	Diploma/HND	44	18.0
	First Degree	134	54.7
	Masters	50	20.4
	Professional Certificate	10	4.1
	Other	6	2.4
	Total	245	100.0

Profile	Variable	Frequency	Percentage (%)
Experience	1 – 3	105	42.9
	4 – 7	34	13.8
	8 – 10	49	20.0
	11-13	34	13.9
	14 and above	23	9.4
	Total	245	100.0
Marital Status	Single	115	46.9
	Married	129	52.7
	Divorced	-	-
	Widowed	-	-
	Separated	1	0.4
	Total	245	100.0
Employee Type	Permanent	236	96.4
	Temporal/IGF	3	1.2
	Contract	6	2.4
Total	245	100.0	
Category of Staff	Senior Management Staff	82	33.5
	Middle Management Staff	99	40.4
	Junior Staff	64	26.1
	Total	245	100.0

Source: Field Survey (2022)

From table 4.1 above, it can be seen that the vast majority of the respondents for this study were males (150, representing 60%) while a minority of them were females (95, representing 39%). It

can be inferred from the gender distribution of the respondents that more males work in the local government service than females.

Again, from table 4.1, it is evident that majority of the respondents fell between the age bracket 31-40 (131, representing 53.5%) while the minority, 1 respondent representing 0.4% fell between above 60 age bracket. Thus, the least number of respondents fell within the above 60 age range. The age distribution indicates a youthful population at the local government service.

Furthermore, from table 4.1 above, it is indicative that majority of the respondents had first degree (134, representing 54.7%) with 6 respondents, representing 2.4% being the least on the list, having other qualifications. 1 respondent, representing 0.4% had acquired secondary school certificate. The distribution of respondents according to educational qualification indicates that formal education especially first degree was more important in gaining employment in the local government service and also indicates that respondents could easily read and understand questions on the questionnaire for this study.

With regards to the number of years in the organisation, table 4.1 shows majority of respondents (105, representing 42.9%) had spent between 1-3 years with the service while the least number of respondents, 23 (representing 9.4%) had stayed with the organisation for over 14 years. The distribution according to number of years in the organisation suggests that majority of the respondents are people who are at the early stages of their careers.

Again, data on marital status of the employees was included in this study in order to see how it could contribute to the level of employee engagement at the work place as married staff would have to alternate between family roles and work schedules. The results showed that majority of the respondents were married employees in the service (129, representing 52.7%) with 115 (representing 46.9%) employees who were single and the least, 1 respondent (representing 0.4%)

separated. The results show balance between the married and unmarried in terms of respondents of the study. This indicates that majority of the respondents have to alternate between work and family roles as they are married.

Furthermore, the results from the field data collected as seen in table 4.1 above shows that most of the employees (236, representing 96.4%) were permanent staff and the least number of employees (3, representing 1.2%) were temporary staff. This implies that the local government service does not encourage the employment of contract staff.

Finally, results of the field data with regards to the category staff also indicates that most of the respondents were middle management staff (99, representing 40.4%) and the least number of employees (64, representing 26.1%) were junior staff. The results on the category of staff corresponds with that of educational qualification whereby the majority were degree holders while the least were those with WASSCE and other certificates implying that educational qualification is a determinant of the category an employee of the service belonged to.

4.2 Preliminary Analysis

An initial analysis was conducted to ensure the data collected from the field was good and fit for further analysis especially with Structural Equation Model (SEM) which requires that the data to be normally distributed and have no missing data.

4.2.1 Missing Value/Data Analysis

A missing value or data refers to the data value that is not stored for a variable in the observation of interest (Kang, 2013). For a study such as this, there is the need to ensure there is no missing data as it can impede the validity of the study, cause some form of biasness with regards to

estimation of research factors and also reduce the number of respondents sampled (Kang, 2013). To estimate missing values of the data for this current study, the Expectation Maximization (EM) technique in SPSS was employed (Scheiber *et al.*, 2006). This is because it is regarded as the apt method for estimating missing values in a data set. This method has the advantage of adequately working with even data that is not normally distributed and it aids to generate biased estimates and underestimate the standard errors. The technique is also well-suited with the maximum likelihood estimation (ML) technique used by SEM (Moss, 2016). The missing value analysis that was conducted for the field data for this study indicated that there were no missing values which means the data was good for further analysis.

4.2.2 Outliers

An outlier is an abnormal observation which varies significantly from the main trend of the data. In order to ensure that there were no outliers that could negatively affect the normality of the data collected, analysis for outliers was conducted in SPSS with the aid of histogram and stem leaf diagrams for the observed variables of constructs under study. The analysis for outliers showed there were no outliers that could negatively affect the data. Results indicated a histogram diagram that had no spaces in-between which meant the field data was excellent for further analysis.

4.2.3 Normality Test

According to scholars such as Lei and Lomax, (2005), data needs to be normally distributed in order to avoid bloated figures which can affect the accuracy of conclusions drawn from the research. In using the structural equational model, the researcher has to check how the field data

is distributed. The issue of normality ought to be taken seriously in order to run Structural Equation Modelling (SEM) as the data set needs to be normally distributed before one can run SEM so as to avoid figures that are bloated that can affect the fitness of the model, as well as the accuracy and reliability of outputs or conclusions drawn (Silverman, 2013).

Skewness and Kurtosis

Fitness of data for analysis is a basic step in Structural Equation Modeling. To fulfill this step, Kurtosis and Skewness was ascertained through the Statistical Package for Social Sciences (SPSS) version 21.0. As posited by George and Mallery (2010), the empirically determined range for Skewness and Kurtosis is between -2 and +2. The results indicate that the absolute values are all within the range of -2 and +2. Below is the outline of the results in Table 4.2.

Table 4. 2: Skewness and Kurtosis of the Study Variables

Variable	Min.	Max.	Mean	Std. Deviation	Skew	Kurtosis
Authentic Leadership	1.30	5.00	3.696	0.667	-.986	1.179
Employee Engagement	1.00	7.00	5.291	1.201	-.679	.351
Employee Work Environment	1.00	5.00	3.115	0.786	-.015	-.273

Source: Field Survey (2022)

4.3 Measurement Analysis

4.3.1 Exploratory Factor Analysis (EFA)

An exploratory factor analysis was conducted after the preliminary analysis was done. In order to take out redundant items, an Exploratory Factor Analysis (EFA) is required so as to unravel the core composition of variables been measured. After the analysis, three (3) factors (employee

work environment, authentic leadership and employee engagement) were extracted based on the principal components for the dimensions of the study variables. According to Thomason and Feng (2016), factor loading values of 0.50 are considered acceptable and the results indicated that all the items' loadings to their corresponding dimensions were above 0.50. The EFA was performed using Dimension Reduction using SPSS version 21.0. According to Kaiser (1970), the Kaiser-Meyer-Olkin (KMO) Sampling Adequacy test values in an EFA must be above 0.6. Again, with respect to the Bartlett's test, Bartlett (1954) states that the p-value must be less than 0.05. Again, it is recommended that the Cumulative Variance Explained (CVE) has to be at least 50%, meaning that the extracted components explain at least 50% of the variance in the constructs. The results from the data analysis of this study as seen in Table 4.3 indicate that the Kaiser-Meyer-Olkin (KMO) sampling adequacy test met the threshold of $0.6 >$ (Field, 2009). Again, the Bartlett's tests of Sphericity of the variables were significant $\chi^2(630) = 4094.531, p < .001$. The Cumulative Variance Explained of the variables met the $50 >$ threshold. The exploratory factor analysis was done to take out items that were weak and which loaded below the various thresholds stated above. For instance, items number 4, 1, 7 and 2 of employee work environment were deleted. Again, items AL11, AL1 AL5, AL9 of authentic leadership as well as EE9 and EE1 of employee engagement were also deleted. All this helped strengthen the data for further analysis. The results from this analysis are in Table 4.3 (see appendix A).

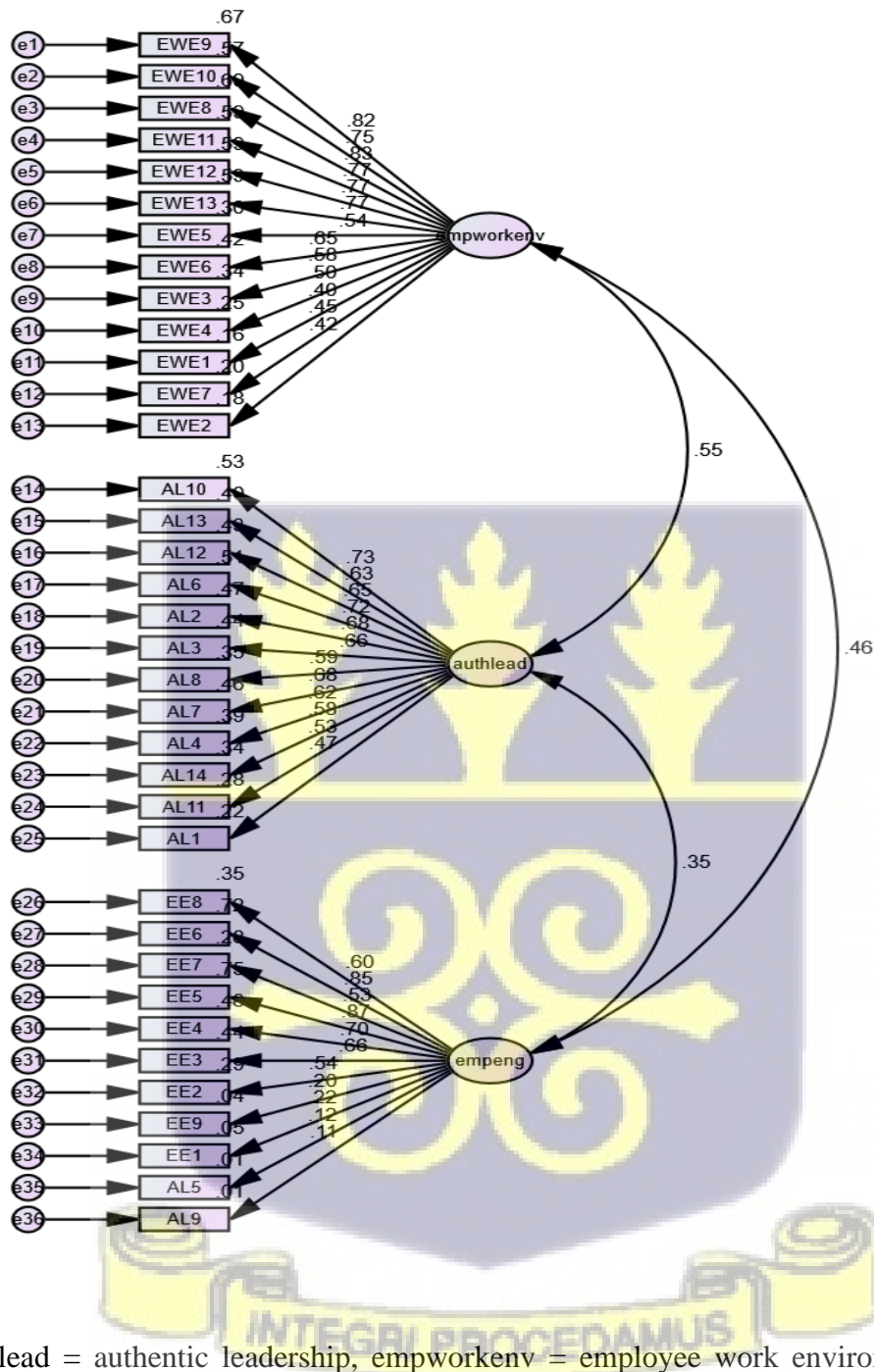
4.3.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted after the exploratory factor analysis to ensure that items that strongly correlated with their variables were retained. Specifically, items that loaded at 0.50 and above were retained. An initial CFA model was developed based on the results of the item loadings of the latent variables of the study in the EFA. The measurement model had three constructs which are employee engagement, authentic leadership and employee

work environment. With the first measurement model, some of the items did not load well with the constructs. According to Hair, Black, Balin and Anderson (2010), items which fail to load well on the constructs should be deleted to boost the fit indices of the constructs and to control the errors to the model fit. The initial measurement indicated that the fit indices did not meet their various thresholds. Therefore, the items with loadings below 0.50 were deleted from the various constructs to boost fit measures of the model and ensure they were within the acceptable thresholds as recommended by scholars. The initial and the final measurement models are shown in figure 4.1 and 4.2 respectively.

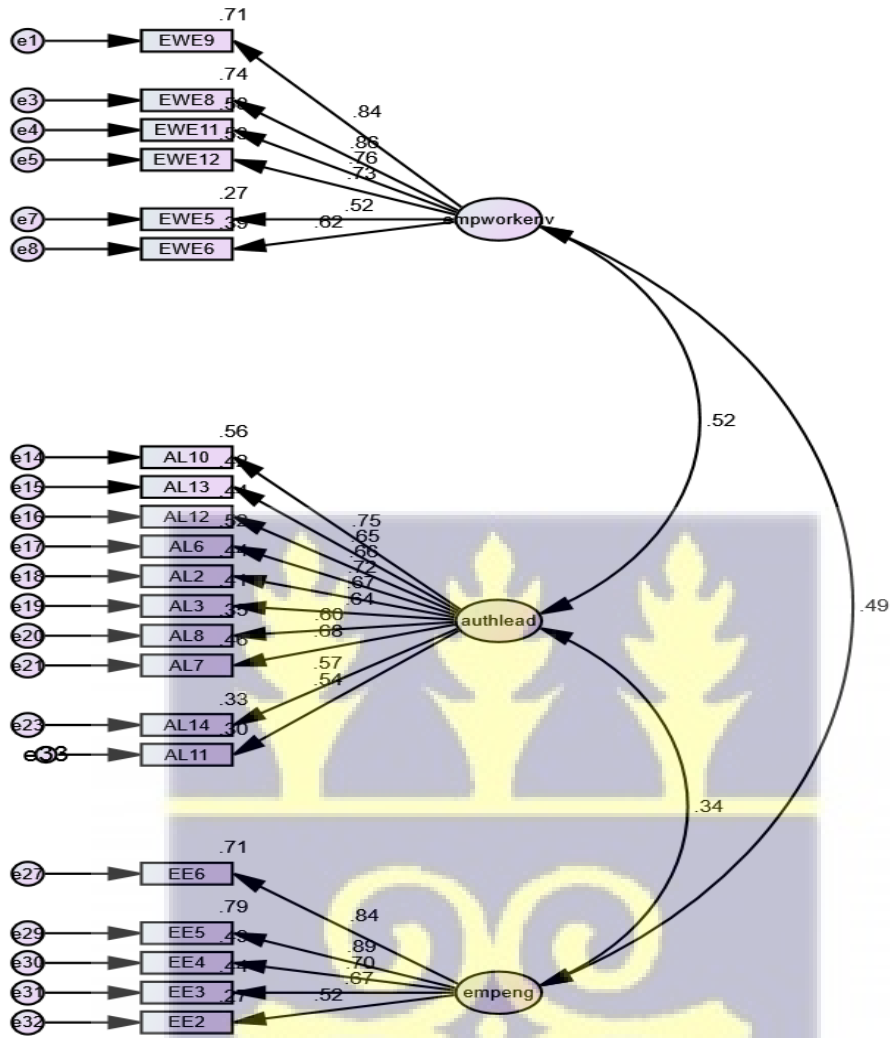


Figure 4.1: The Initial Measurement Model with Unstandardised Loadings



NB: authlead = authentic leadership, empworkenv = employee work environment, empeng = employee engagement.

Figure 4.2: Final Measurement Model



NB: authlead = Authentic Leadership, empowerment = Employee Work Environment, empeng = Employee Engagement.

4.3.3 Model Fit Indices for the CFA Model

The validation of the measurement model for this study was examined using various fit indices such as Chi-square to the Degree of Freedom (CMIN/df (χ^2/df) (1.563), Goodness-of-Fit Index (GFI), Comparative Fit Index (CFI), Normed Fit Index (NFI), Incremental Fit Index (IFI), Tucker–Lewis Index (TLI) and Root Mean Square Error of Approximation (RMSEA). The results indicate that the values of the various fit indices fell within the acceptable thresholds proposed by scholars such Schreiber et al. (2006) and Hu and Bentler (1999). Based on on Hu and Bentler’s (1999) criteria, the results of the measurement model for this study as represented in Table 4.4 below. The results showed the values of the indices were all excellent.

Table 4.4: Model Fit Measures and their Interpretations of the Measurement Model

Measure	Estimate	Threshold	Interpretation
CMIN/df (χ^2/df)	1.563	<3.000	Excellent
GFI	0.965	≥ 0.95	Excellent
CFI	0.953	≥ 0.90	Excellent
NFI	0.975	≥ 0.90	Excellent
IFI	0.953	≥ 0.90	Excellent
TLI	0.947	≥ 0.90	Excellent
RMSEA	0.048	<0.08	Excellent

Sample Size (N): 245 Source: Field Survey (2022)

4.4 Reliability and Validity Analysis

Measures of the measurement model's constructs were subjected to reliability and validity analyses. Cronbach's alpha and a composite reliability index were used to analyse the level of reliability. Therefore, the confirmatory factor analysis (CFA) of this study was used to assess the composite reliability. Each variable in the study was shown to have satisfactory dependability. In other words, Nunnally's proposed value of 0.70 was achieved in the structures (1978). Table 4.6 shows the Cronbach's Alpha and composite reliability values for the constructs.

The concept of validity is concerned with the degree to which a hypothesis or an idea may be tested. Constructs utilised in this research were tested for convergent and discriminant validity to make sure they were reliable. Discriminate validity looks at how elements of a construct are different from other constructs, while convergent validity considers how similar or closely correlated variables are. Using the Average Variance Extracted as a criterion, the investigator was able to evaluate the convergent validity (AVE). Fornell and Larcker (1981) state that an AVE of 0.50 or above is required to prove validity. This is done to make sure that the measures, on average, account for at least 50% of the variation in the hidden variable. All constructs were found to be at or above the AVE cut-off level. Consequently, only he builds having an AVE of 0.50 or higher were accepted. Following the suggestion of Fornell and Larcker, the researcher checked for discriminant validity by comparing the square roots of the AVE of each latent variable to the squared correlations coefficients with all the other latent variables (1981). According to the findings, the constructs used in the study had adequate discriminant validity (bolded items). Tables 4.5 and 4.6 detail the convergent validity (AVE) and discriminant validity results respectively.

Table 4.5: Reliability and Convergent Validity coefficients of the main constructs

Constructs	No. of Items	Cronbach Alpha	CR	AVE
Employee Work Environment	13	.898	0.732	0.536
Authentic Leadership	14	.856	0.651	0.523
Employee Engagement	9	.822	0.735	0.540

Sample Size (N): 245 Source: Field Survey (2022)

Table 4.6: Fornell & Larcker Procedure for Discriminant Validity

Variables	1	2	3
Employee Work Environment	0.732		
Authentic Leadership	0.519	0.723	
Employee Engagement	0.490	0.340	0.735

Sample Size (N): 245 Source: Field Survey (2022)

NB: Elements with bold faces are the square root of AVE and the rest of the elements represent the squared correlation estimation between construct items.

4.5 Correlation Matrix of the Study Variables

To examine the linearity between the measurement constructs of the study, Pearson’s Correlation matrix test was performed in SPSS. The results showed that Authentic Leadership is positively correlated with Employee Engagement ($r = .333, p < 0.01$). The results also showed that employee work environment is positively correlated with employee engagement ($r = .479, p < 0.01$). With

regards to the control variables, the results showed that age and category of staff positively correlated with employee engagement. However, the rest of the control variables (gender, educational qualification, number of years in organisation, marital status and employment type) failed to correlate with employee engagement. The results of the correlation matrix of all the variables are presented in Table 4.7 below.

Table 4.7: Pearson’s Correlation Matrix of the Study’s Variables

Variable	1	2	3	4	5	6	7	8	9	10
1. EE	1									
2. AL	.33**	1								
3. EWE	.48**	.48**	1							
4. Gender	.05	.12	.03	1						
5. Age	.17**	-.10	-.07	-.18**	1					
6. Edu. Qual.	.01	-.00	.02	-.00	.17**	1				
7. Experience	.04	-.19**	-.21**	-.14*	.60**	.12	1			
8. Marital St.	.04	-.15*	-.04	-.24**	.40**	.17**	.42**	1		
9. EmpType	.07	.05	.07	-.07	-.01	-.03	-.14	-.07	1	
10. Category of Staff	.16*	.11	.22**	.10	-.25**	-.16*	-.24**	-.18**	.18**	1

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

**. Correlation is significant at the 0.05 level (2-tailed)*

EE- Employee Engagement, AL- Authentic Leadership, EWE- Employee Work Environment, Edu. Qual.- Educational Qualification, Marital St.- Marital Status, EmpType- Employment Type.

Source: Field Survey (2022)

4.6 The Structural Equation Model

To determine the hypothesised relationships between the latent variables, the same fit measures such as the Chi-square (CMIN/df (χ^2/df)) (1.756), Goodness-of-fit (GFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker–Lewis Index (TLI) and Root Mean Square Error of Approximation (RMSEA) were used to validate the structural model. One of the models looked at the direct relationship between authentic and employee engagement while the second model looked at the direct and mediation hypothesized relationships. Table 4.8 and figure 4.3 presents the fit indices and the structural model respectively.

Table 4.8: Model Fit Measures and their interpretations of the Measurement Model

Measure	Estimate	Threshold	Interpretation
CMIN/df (χ^2/df)	1.848	<3.000	Excellent
GFI	0.993	≥ 0.95	Excellent
CFI	0.987	≥ 0.90	Excellent
NFI	0.973	≥ 0.90	Excellent
IFI	0.987	≥ 0.90	Excellent
TLI	0.961	≥ 0.90	Excellent
RMSEA	0.059	<0.08	Excellent

Sample Size (N): 245 Source: Field Survey (2022)

N.B: Indices were all excellent.

Figure 4.3: The final Structural Model of the study variables (mediation)

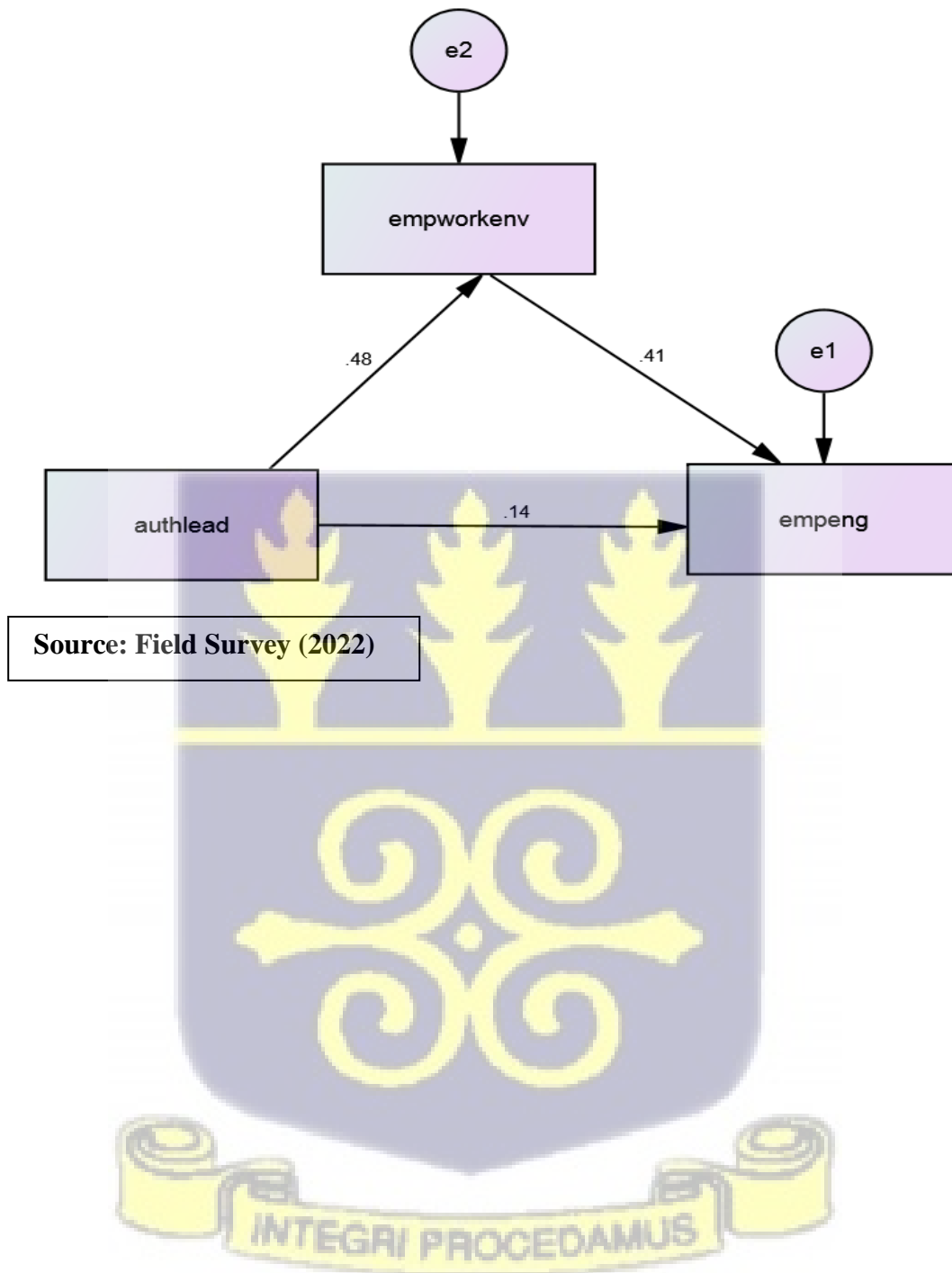


Table 4.9: Summary of Hypothetical Relationships

Model 1 (Direct)	Estimate	T-value	Findings	Bootstrap C. I
H1. authlead -----> empeng	.136**	3.151	Supported	
H2. authlead -----> empworkenv	.477***	10.470	Supported	
H3. empworkenv -----> empeng	.414***	10.489	Supported	

Model 2 (Mediation)

H4. authlead--> empworkenv--> empeng .198*** Partial Mediation

Supported

LLCI(.148)–ULCI (.275)

*** Significant at .01% ** Significant at 1% * Significant at 5%

NB: authlead = Authentic Leadership, empworkenv = Employee Work Environment, empeng = Employee Engagement.

4.7 Hypotheses Testing

H1: *Authentic leadership will positively and significantly influence employee engagement.*

The first hypothesis tested authentic leadership positively and significantly influencing employee engagement. The analysis revealed that authentic leadership positively and significantly influenced employee engagement ($\beta = 0.136, p < 0.01$). Thus, hypothesis one (H1) was accepted.

H2. *Authentic leadership will positively and significantly influence employees' work environment.*

The second hypothesis investigated the relationship that exists between authentic leadership and employee work environment. The results from the data analysis revealed that a significant positive relationship exists between authentic leadership and employee work environment ($\beta = 0.477$, $p < 0.01$). Thus, the results supported the speculations of the study (i.e., authentic leadership will positively and significantly influence employees' work environment).

H3. *Employee work environment will influence employee engagement.*

The third hypothesis examined employee work environment as an influencer of employee engagement. The data analysis results indicated that employee work environment had a significant positive influence on employee engagement ($\beta = 0.414$, $p < 0.01$). Thus, hypothesis three (H3) was accepted.

H4. *Employee work environment will mediate the relationship between authentic leadership and employee engagement.*

For the fourth hypothesis it looked at whether or not a conducive working environment may mediate the connection between a leader's authenticity and their workforce's level of involvement. After applying the requirements for mediation analysis proposed by Baron and Kenny (1986), it was found that employees' perceptions of their workplace's conditions had a mediating role in the connection between authentic leadership and employee engagement. The mediation was verified by bootstrapping ($p < 0.001$).

Cause-and-effect modelling as proposed by Baron and Kenny, was used for the mediation study (1986). Several requirements were provided by Baron and Kenny (1986) for using a three-way regression estimate to test for a mediating impact. These included regressing the mediator on the independent variable (Model 1), the dependent variable on the independent variable (Model 2), and the dependent variable on both the independent variable and the mediator (Model 3). In this approach, mediation requires four things: (1) a strong correlation between the predictor variable and the mediator in Model 1; (2) a strong correlation between the predictor variable and the outcome variable in Model 2; (3) a strong correlation between the mediator and the outcome variable in Model 3; and (4) a weaker correlation between the predictor variable and the outcome variable in Model 3 than in Model 1 (thus, partial mediation). However, in the third model, complete mediation takes place only when the predictor variable is not significant (Model 3).

Results showed a substantial association between authentic leadership (independent variable) and employee work environment (mediator) ($\beta = 0.477$, $p < 0.01$), as predicted by the three-step approach for mediation analysis proposed by Baron and Kenny (1986). Furthermore, the findings showed that authentic leadership significantly correlated with high levels of employee engagement ($\beta = 0.136$, $p < 0.01$). A substantial correlation between the employees' work environment (the mediator) and employee engagement (the dependent variable) was found ($\beta = 0.414$, $p < 0.01$). There was therefore some support for mediation.

4.8 Objective one: To examine the extent to which authentic leadership style influences employee engagement.

First, the results of this research showed that the level of employee engagement in the local government service is significantly correlated with the level of authenticity in leadership. Meaning that AL has an influence on employee engagement, and higher levels of AL result in

higher levels of employee engagement. This result accords with what has been found in the past (Towsen et al., 2020; Qiu et al., 2019; Oh et al., 2017; Walumbwa et al., 2010; Wong et al., 2010). For instance, the result lends credence to the hypothesis advanced learning that AL is a valuable resource for the workforce (Towsen et al., 2020). That is to say, having a clear understanding of one's role as a leader and the effect one has on others, along with an openness that inspires trust and honesty, produces employees who are both capable and eager to put in extra effort. This confirms the findings of Laschinger et al. (2014), who found that AL was an effective kind of leadership that fostered an atmosphere of trust among workers, which in turn increased the number of engaged and enthusiastic workers under the leader's command. In addition, this result is in agreement with the research conducted by Walumbwa et al. (2010) which found that followers of authentic leaders have stronger psychological, physical, and cognitive empowerment, which in turn increases their feeling of ownership and motivation at work.

Similarly, Niswaty et al. (2021)'s research also found that authentic leadership was a significant predictor of employee dedication on the job. Some academics have elaborated on this idea, arguing that when a leader possesses traits indicative of authentic leadership such as self-awareness, balanced processing, relational transparency, and an internalised moral perspective, he or she is better able to interact with subordinates, thereby increasing the likelihood that those workers will put forth effort toward achieving the organisation's goals. The favourable effects of real leadership on employees' attitude and mental health were also found by Niswaty et al. (2021), which is particularly important for keeping workers invested in their jobs. Once again, Qiu, et al. (2019) claimed that authentic leadership has a significant effect on subordinates' levels of involvement through increasing the confidence that subordinates have in their leaders. In other words, when followers have faith in their leaders, they are more inclined to follow their lead and

go the extra mile when it comes to completing responsibilities. Similarly, Oh et al. (2017) argued that authentic leadership, as shown by leaders' actions in the workplace, was a catalyst for increased employee engagement and organisational success. The research results showed that the authentic leadership of Korean business executives had a favourable impact on their employees. That's why it's important for leaders to demonstrate good leadership styles like real leadership in the workplace, which may boost morale and, in turn, productivity. With the moderating effect of leadership communication styles in mind, Othman et al. (2017) investigated the impact of leadership style on employee engagement. Worker engagement was shown to be much higher in companies with chief executive officers that emphasised the importance of their staff. Opposing research by Britt et al. (2006) found no correlation between leadership style (transformational leadership in their case) and employee engagement (using a four-item scale of the single factor engagement concept).

According to Blau's (1964) social exchange theory, workers are required to show favouritism toward their superiors and the company as a whole if they feel they are being treated favourably (Soieb et al., 2013). Leaders are usually seen as the representatives of the organisation where they are employed and therefore, leadership plays a significant role in behaviours and attitudes exhibited by employees at the workplace. If employees receive support in terms of tools, supervision and concern for their general well-being, they will be motivated and inspired to go the extra mile for the organisation. On the other hand, when employees are mistreated by their leaders, they will feel reluctant to go the extra mile for the organisation. Authentic leaders have ethically-driven personal values and exhibit these at the workplace and also their tendency to focus on the overall development of their followers (Walumbwa et al., 2008).

From the findings of this study, it can be inferred that employees of the local government service perceive their leaders to be leaders who have concern for their well-being and are

therefore willing to increase their level of engagement. Furthermore, the research findings indicated that majority of the employees were youthful and were people who had just started working and therefore at the early stages of their career. Such group of people will be more willing to take instructions and receive coaching from supervisors because they are yet to know what their various job roles entails. Thus, authentic leadership characteristic which enhances harmony at the workplace could easily be reciprocated by this youthful population to impress their supervisors and the organisation as a whole.

4.9 Objective two: To investigate the relationship between authentic leadership and employee work environment.

The second main finding from this research was that there was a favourable correlation between authentic leadership and the work climate in the local government. This indicates that leaders who are genuine in the workplace are more likely to foster a positive environment for their employees. This research lends credence to the theory that authentic leaders can shape team dynamics by demonstrating and encouraging desirable behaviours. Again, this finding is consistent with previous research showing that authentic leadership improves workplace conditions for everyone involved. (Sagbas & Surucu, 2021; Fida, 2014; Walumbwa et al., 2008, etc.). Leaders are crucial in any organisation because they lay the groundwork for increased productivity and positive morale in the workplace (Fida, 2014). The mental and physical health of an employee, as well as their productivity and dedication to their work, are profoundly affected by the psychosocial aspects of their workplace. Stressful workplaces make it harder for workers to focus on their jobs and get their work done, which in turn increases the likelihood that they will leave the company in the near future (Yadav & Dixit, 2017).

Leaders are generally counted on to disseminate the organisation's guiding ideas and values to staff in an effort to regulate conduct and prevent misconduct. But when leaders don't make those principles known or don't take corrective action when they're broken, the quality of the psychosocial workplace environment declines, along with productivity and employee well-being (Fida, 2014). Keeping processes open and encouraging a climate where ideas and information may be freely shared are hallmarks of authentic leaders (Walumbwa, et al., 2008). These managers operate as go-betweens for workers and their employers to improve morale and productivity (Cited in Yadav & Dixit, 2017). This study's results are consistent with those of Sagbas and Surucu (2021), who looked at the impact of authentic leadership on the stress levels of workers in Turkey's five-star hotels. All four components of authentic leadership (self-awareness, balanced processing, relational transparency and internalised moral viewpoint) were found to have a negative correlation with job-related stress. The conclusion of this study is also supported by Yadav and Dixit (2017). An examination of the relationship between authentic leadership and workers' work-related quality of life in IT organisations led to the following conclusions: that authentic leadership is a strong predictor of (job and career satisfaction, general well-being, control at work, stress at work, home-work interface and working conditions).

In addition, Laschinger and Fida (2014) investigated how authentic leadership influenced workplace bullying, burnout, and voluntary turnover. Over the course of a year, in Canadian healthcare settings, these researchers analysed the correlation between authentic leadership and the incidence of bullying and burnout among recently graduated nurses. It was shown that authentic leadership behaviours were connected to less workplace bullying and less employee burnout.

Drawing from the Social Exchange Theory and the principle of reciprocity, it can be said that when leaders in the local government service provide support in the form of a comfortable and conducive environment, then employees will react with acceptable actions and attitudes towards the achievement of organisational goals. Thus, if leaders show positive behaviours such as concern for employees by ensuring a safe and sound work environment, the employees will feel obligated to return the favour with good behaviours and increased level of commitment towards the accomplishment of organisational targets. Thus, it comes as no shock when the authentic leadership behaviours exhibited by supervisors at the local government service positively influenced the work environment at the various assemblies.

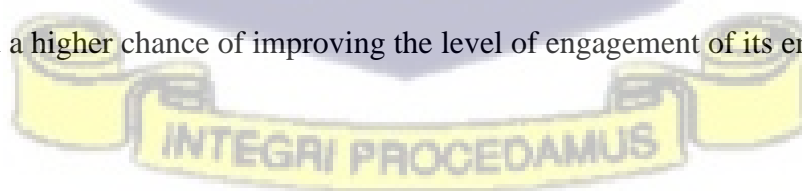
4.10 Objective three: To determine the influence of employee work environment on employee engagement.

The third main finding from this research was that a conducive work environment has a beneficial effect on employee engagement. What this means is that employees' dedication and output are impacted by the state of affairs in the assemblies and the local government service. Thus, the more secure and pleasant the workplace, the more invested workers will be. Multiple empirical research have found a positive correlation between a positive work environment and high levels of employee engagement and this study's conclusion verifies those results (Bushir, 2014; Vidhi Tyagi, 2016; Daniel, 2019; Kamanja, et al., 2019; etc.). Kamanja et al. (2019) found that the psychological and social work environments both significantly influenced employee engagement, and this finding is in line with that. In another study, Mohd et al. (2016) looked at how the workplace atmosphere affected employee engagement at a telecommunications firm and found that factors like the workplace atmosphere had a significant effect on employee engagement and that the workplace atmosphere not only had to be conducive but also had to be

free for employees to fully feel committed and passionate about their work and the organisation as a whole.

Using a similar sized sample (142 workers), Daniel (2019) investigated the impact of workplace factors on productivity in Nigeria. It was shown that workers' dedication to their jobs was significantly impacted by their actual working conditions. What's more, the discovery of this current study supports Tyagi's studies (2016). The study's authors set out to determine whether or not workplace factors affected employee engagement and they found that they did, to the tune of 63.4%. But Nasidi et al. (2019) showed that the workplace is not a predictor of employee engagement, which is in odds with the results above.

Inferring from the social exchange theory, if employees are satisfied with the working environment at the work place, they feel engaged at their job. Thus, going by the demographic characteristics of the local government service, one can predict that the youthful employees, majority of whom are also in the early stages of their careers, would exhibit more commitment in their various positions when they feel valued by the organisation and feel there are better working conditions in place at the workplace (Chandra, 2013). When employees feel secured in a work environment, then they in turn show support and honesty (Miles, 2001). Meaningful working environment and supportive place of work is considered as an important determinant of employee engagement (Anitha, 2014). Therefore, when organisations such as the local government service put measures aimed at improving the conditions of the work environment in place, they stand a higher chance of improving the level of engagement of its employees.



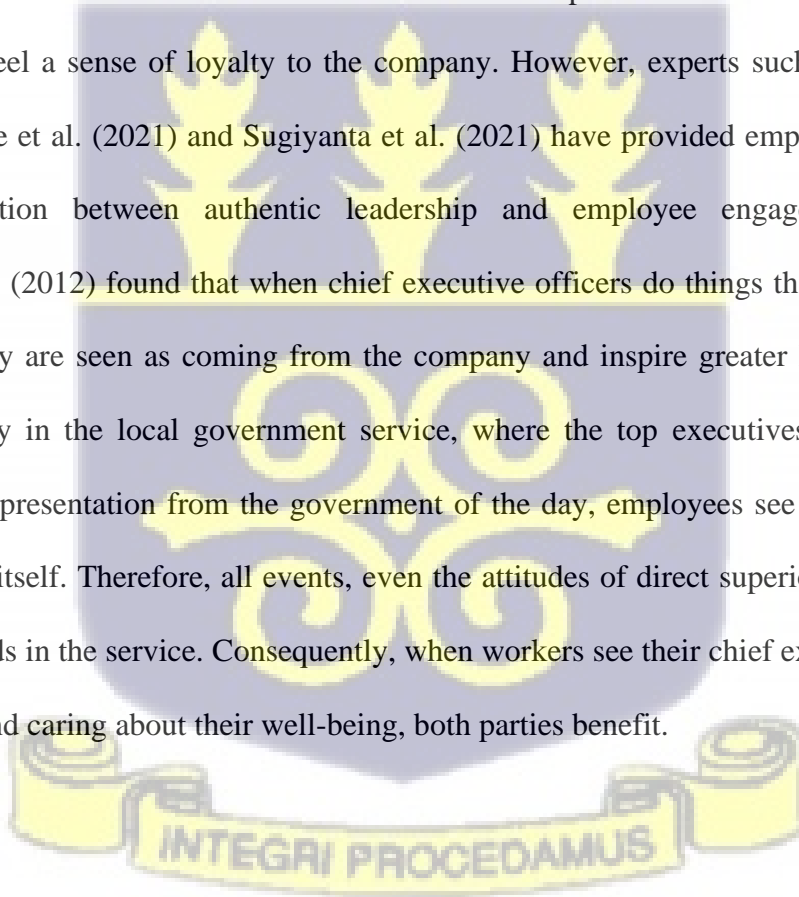
4.11 Objective four: To establish how employee work environment serves as a mediator between authentic leadership and employee engagement.

Employee work environment was found to partially mediate the link between authentic leadership and employee engagement, which was the study's fourth and final outcome. Therefore, when effective leadership styles, such as authentic leadership, are displayed within an organisation, workers will receive assistance with their well-being and on-the-job training, thereby raising morale and dedication to the tasks. Sugiyanta et al. (2021), who investigated the impact of leadership and advancement opportunities on worker productivity, came to a similar conclusion. The study's goals were to examine the impact of leadership and job advancement on workplace atmosphere, as well as the impact of workplace atmosphere on employee productivity. Leadership was found to significantly affect the culture of the workplace. In addition, the work environment changed as a result of the promotion, which in turn affected employee productivity. The current study's results are also in line with those of Saleem et al. (2020), who investigated the impact of workplace violence on employee engagement by way of the moderating role played by the organisation's culture and atmosphere. Based on the results of a cross-sectional analysis, it was shown that workplace violence had a detrimental effect on employee engagement with the work environment and organisational culture mediating this relationship. The connection between workplace violence and employee dedication was somewhat mediated by the nature of the workplace.

Lee et al. (2018) conducted an empirical study examining the link between authentic leadership and intention to leave and their findings corroborate those of this study. Results demonstrated a moderately positive association between authentic leadership and good work environment and a low negative correlation between authentic leadership and the emotional tiredness component of

burnout, indicating a significant path from authentic leadership to work environment, confirming that leaders with genuine attitudes generate productive workplaces that reduce burnout and employees' intentions to quit.

This study's final finding that authentic leadership has both a direct and indirect effect on employee engagement comes as no surprise, given that previous empirical studies (e.g., those by Townsen et al., 2020; Niswaty et al., 2021; Walumbwa et al., 2010; Avolio, Koh & Bhatia, 2004) have established the former. According to Otaghsara and Hamzehzadeh (2017), for instance, authentic leadership creates an environment that encourages and inspires its followers, which in turn boosts productivity and morale. Again, according to Yeboah-Appiagyei et al. (2018), when workers feel that their leaders care about them and are responsive to their concerns, they are more likely to feel a sense of loyalty to the company. However, experts such as Saleem et al. (2020), Labrague et al. (2021) and Sugiyanta et al. (2021) have provided empirical proof of the indirect association between authentic leadership and employee engagement. Example: Laschinger et al. (2012) found that when chief executive officers do things that really matter to their people, they are seen as coming from the company and inspire greater loyalty from their staff. Particularly in the local government service, where the top executives are the political heads and the representation from the government of the day, employees see their superiors as the government itself. Therefore, all events, even the attitudes of direct superiors are blamed on the political heads in the service. Consequently, when workers see their chief executive officer as understanding and caring about their well-being, both parties benefit.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This is the last chapter of the study which focuses on summary of the research and findings, conclusion and recommendations for practice as well as future studies.

5.1 Summary of the study

The main objective of this research was to examine the relationship between authentic leadership and employee engagement in the local government service and investigate how the work environment in the local government service impacts on that relationship using a quantitative method of study. The study adopted the positivism paradigm as its philosophical framework with a quantitative method employed through a structured questionnaire in the data collection. The study sampled 245 respondents conveniently and analysed the data using the covariance-based structural equation modelling (IBM AMOS version 21). Based on 245 usable responses in the data, it was clear that authentic leadership influences employee engagement positively, confirming hypothesis one (H1). It was also revealed from the analysis that authentic leadership had a positive influence on employee work environment, thus hypothesis two (H2) of this study was confirmed. Again, further investigation was done to examine the relationship between employee work environment and employee engagement. The findings indicated that there was a significant relationship between employee work environment and employee engagement. Thus, hypothesis three (H3) was supported. Furthermore, the mediating role of employee work environment was tested for authentic leadership style. The results showed that employee work

environment partially mediated the relationship between authentic leadership and employee engagement. Therefore, confirming hypothesis four (H4).

5.2 Conclusion

It is the aim of every organisation to increase productivity through efficiency from its employees. In view of this, it is imperative that leaders who are perceived representatives of organisations adopt positive leadership styles which acts as one of the predictors of employee engagement. A leader's behaviour is a major determinant of employee's performance and commitment at the work place. Thus, when the actions of a leader are positive, employees also reciprocate with good behaviour as well. Authentic leadership influences followers' attitudes by eliciting trust and positive work ethics. In view of this, the researcher conducted this study to examine the relationship between authentic leadership and employee engagement as well as the mediating role of employee work environment.

As established in literature, the findings of this current study confirmed that authentic leadership has a significant effect on employee engagement. Empirically, the study also found employee work environment as an important predictor of employee engagement.

Given the fact that employees usually look for meaning and value in their work, there is the need to ensure that there is an enabling environment to actualise that. Thus, organisations especially the public sector ought to pay attention to the kind of leadership style exhibited by supervisors at the work place. This is because effective leadership plays a pivotal role in employee engagement which is crucial for achieving organisational goals. Thus, organisations must encourage positive leadership styles such as authentic leadership which creates a favourable environment that in turn

serves as a catalyst for higher levels of employee engagement which ultimately enhances organisational performance.

5.3 Recommendations

Firstly, leaders are perceived as representatives of the organisation, thus the local government service should ensure that attention is paid to the kind of leadership styles exhibited at the various assemblies and supervisors must be trained and encouraged to exhibit positive leadership traits so as to encourage increased levels of engagement by staff.

Secondly, the government must enforce full implementation of the decentralization process at the local level so as to eliminate the current bureaucratic nature of the local government system as bureaucracy delays many projects and processes being undertaken.

Thirdly, the assemblies should consider developing talents and rewarding employees as a way of motivation in order to encourage commitment on the part of employees and enhance creativity in the service.

Furthermore, future studies could employ a qualitative or mixed-method approach in order to enhance the understanding of the interplay of the constructs under study as this current study only employed the quantitative approach.



5.4 Research Limitations

This study is based on the local government service in a single country, Ghana which will limit the generalizability of the research findings to other institutions in the country and institutions across the globe. Again, some of the assemblies practice a shift system due to the COVID-19 pandemic and therefore, it made it difficult to get all targeted respondents on time to answer questionnaires. Again, some respondents did not want to be contacted in persons due to the fear of contracting the virus. Furthermore, some respondents were not forthcoming with responses to questions and may have withheld information regarding their leaders because of the fear of victimization. Again, district chief executives, though staff of the local government service, were excluded from the respondents since their availability to respond to questionnaires would have delayed the entire research process. This is because they have a very busy schedule that will normally require their absence from the office sometimes for some political activities. Therefore, because of time constraints, this research did not cover responses from them. However, regardless of the above limitations, the research objectives of the study were not affected and findings remain trustworthy and relevant addition to existing literature.

5.5 Directions for Future Research

A quantitative approach was adopted in this study making it difficult for the researcher to probe further on issues that could have added more insights to the study. Hence future studies should consider a mixed-method approach to ensure a better understanding of the relationship between the constructs under study.

Again, the research was purposely carried out from five assemblies in the Eastern Region of Ghana. Therefore, the results may not be a generalized reflection of the views of all employees of the entire local government service of Ghana. Future research can therefore investigate the relationship between the constructs in other assemblies in other regions of Ghana.

Furthermore, data gathered for this study was cross-sectional. Therefore, future researchers could employ longitudinal data for such studies in order to ascertain the cause-and-effect relationship among the constructs under study.



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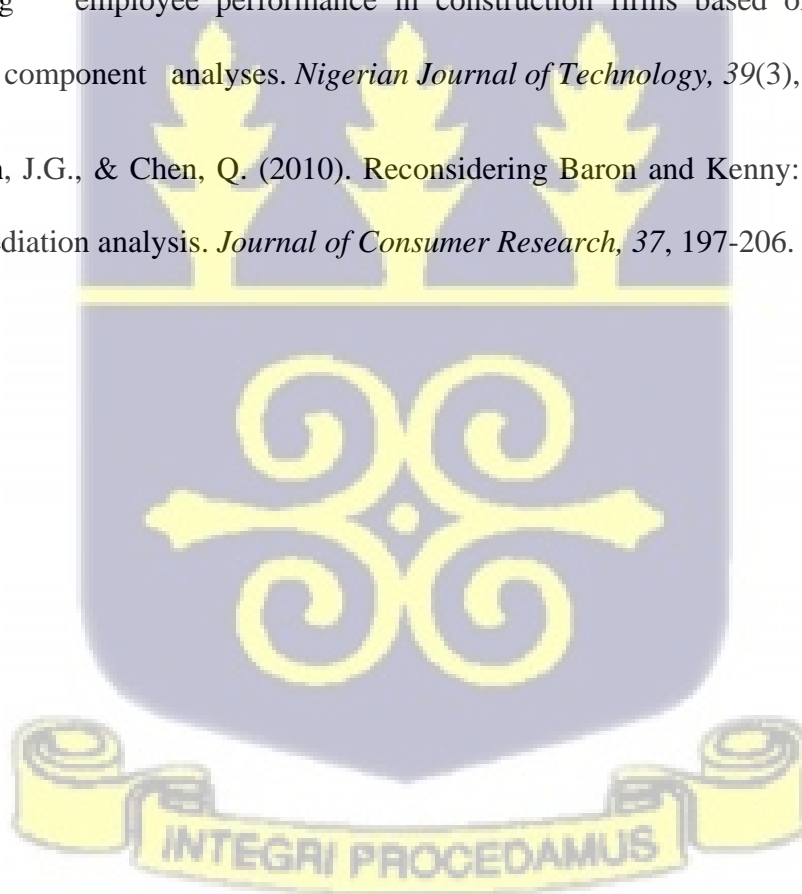
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APPENDICES

APPENDIX A

Table 4.3: Exploratory Factor Analysis of the Variables

Variable	Estimate
EWE9	.859
EWE10	.827
EWE8	.800
EWE11	.788
EWE12	.766
EWE13	.728
EWE5	.660
EWE6	.658
EWE3	.641
EWE4	
EWE1	
EWE7	
EWE2	
AL10	.821
AL13	.763
AL12	.703
AL6	.699
AL2	.693

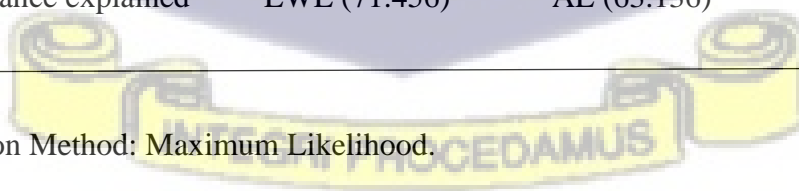


AL3	.689
AL8	.674
AL7	.667
AL4	.631
AL14	.574
AL11	
AL1	
AL5	
AL9	

EE8	.788
EE6	.784
EE7	.767
EE5	.766
EE4	.678
EE3	.590
EE2	.574
EE9	
EE1	

Eigenvalues	EWE (7.267)	AL (1.824)	EE (1.642)
% of variance explained	EWE (71.456)	AL (63.136)	EE (53.478)

Extraction Method: Maximum Likelihood.



4. Number of years in organisation: 1 year 1-3years 4-7years
 8-10 years 11-13 years 14+ years

5. Marital Status: Single Married Divorced Widowed Separated

6. Employment type: Permanent Staff Temporary/IGF Staff Contract Staff

7. Category of staff: Senior Management Staff Middle Management Staff Junior Staff

SECTION B: AUTHENTIC LEADERSHIP

Using the scale below, indicate your level of agreement or disagreement with the following statements

1 = Disagree Strongly, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Agree Strongly

		1	2	3	4	5
1	My leader clearly states what he/she means.					
2	My leader shows consistency between his/her beliefs and actions.					
3	My leader asks for ideas that challenge his/her core beliefs.					
4	My leader describes accurately the way that others view his/her abilities.					
5	My leader uses his/her core beliefs to make decisions.					
6	My leader carefully listens to alternative perspectives before reaching a conclusion.					
7	My leader shows that he/she understands his/her strengths and					

		1	2	3	4	5
	weaknesses.					
8	My leader openly shares information with others.					
9	My leader resists pressures on him/her to do things contrary to his/her beliefs.					
10	My leader objectively analyses relevant data before making a decision.					
11	My leader is clearly aware of the impact he/she has on others.					
12	My leader expresses his/her ideas and thoughts clearly to others.					
13	My leader is guided in his/her actions by internal moral standards.					
14	My leader encourages others to voice opposing points of view.					

SECTION C: EMPLOYEE ENGAGEMENT

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Never, 2= Almost never, 3 = Rarely, 4 = Sometimes, 5 = Often, 6 = Very often, 7= Always.

		1	2	3	4	5	6	7
	Vigour at work							

		1	2	3	4	5	6	7
	Vigour at work							
1	At my work, I feel bursting with energy.							
2	At my job, I feel strong and vigorous.							
3	When I get up in the morning, I feel like going to work.							
	Dedication at work							
4	I am enthusiastic about my job							
5	My job inspires me							
6	I am proud on the work that I do							
	Absorption at work							
7	I feel happy when I am working intensely							
8	I am immersed in my work							
9	I get carried away when I'm working							

SECTION D: EMPLOYEE WORK ENVIRONMENT

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.

		1	2	3	4	5
1	My place of work is safe and sanitary					
2	I do not hear much griping from my fellow co-workers about their pay					

		1	2	3	4	5
3	My organisation cares for its employees and their families					
4	Everyone at work seems to talk about fitness, health and eating right					
5	My place of work is pleasant					
6	Almost everyone at my organisation is rewarded based on performance					
7	Almost everyone at my organisation is a recognized expert in his or her field					
8	My organisation helps its employees realize their potential					
9	My organisation tries hard to help its employees be the best they can professionally					
10	My organisation helps its employees learn the need job skills.					
11	My organisation tries hard to educate its employees to become better professionals.					
12	At my organisation, everyone is encouraged to express his or her creativity.					
13	The culture of my organisation encourages employees to express creativity on the job and outside of their job.					

THANK YOU FOR YOUR TIME!

