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Transformational leadership and employee engagement at CHAL hospitals in Lesotho

`Mamello Doti

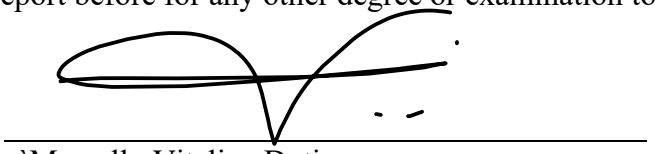
WITS Business School

Thesis presented in partial fulfilment for the degree of Master of Business Administration to the Faculty of Commerce, Law, and Management, University of the Witwatersrand

APRIL 2021

DECLARATION

I `**Mamello Doti** declare that this research report entitled 'Impact of transformational leadership on employee engagement in Christian Health Association Lesotho hospital' is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.



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ABSTRACT

Author: **`Mamello Doti** **Supervisor:** **Hlologelo Malatji**

Thesis title: Transformational leadership and employee engagement at CHAL hospitals in Lesotho

Purpose: This study aimed at improving services at CHAL health facilities and to add to the studies that were conducted previously on the impact of transformational leadership on employee engagement. The impact was investigated through attempting to find relationships between key aspects of transformational leadership, employee engagement and productivity. The aim was to continuously explore ways to enhance profitability and efficient ways of delivering meaningful services for CHAL Health facilities.

Research Design, methodology & approach: The study was done from data collected from the employees of two CHAL Hospital. A quantitative study was conducted using the following measures: Cronbach Alpha coefficient for reliability and Correlation Matrix to measure the correlations between variables under transformational leadership and employee engagement domains.

Findings and recommendations: The main finding of the study was that transformational leadership has positive relationship with employee engagement. It was also established that employee engagement is a perfect strategy to enhance organisational performance, competitiveness and efficiency. Future recommendation was to acquire leadership skills for all levels of management and establish a goal oriented organisational culture for improving employee engagement.

Key words: Transformational Leadership, Employee Engagement, Employee Productivity, Organisational performance

Johannesburg, April 2021

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ACKNOWLEDGEMENTS

My appreciation goes out to the following:

My Supervisor, Hlologelo Malatji for his constant guidance, support, patience, professionalism, and encouragement throughout the completion of my thesis. He provided me with the necessary feedback and support every inch of the way.

My congregation; Sisters of Charity especially the Provincial Animator Sister Clementina Molefe for their financial, emotional, and spiritual support during the entire journey of studies.

I thank Paray Mission Hospital for the opportunity of being granted a study leave, I know my absence made a huge shortage and I thank all those who accepted to perform some of my duties while I am pursuing my studies. My colleagues: Sister Clara Rakhomo and Reitumetse Mathafeng and the rest of the team in Administration for the support I received from their inspirational encouragement.

Mr. Katiso Ramalebo for his technical support and statistical analysis. Your support and dedication have made my thesis what it is today.

Prof. Lekhetho Mapheleba and Ms. Mabataung Tsinyane, who guided me through the dissertation process and for dedicating their time to support and encourage me whenever I needed their advice.

Mr. K.S Seliane for his untiring support, inspiration and believing in me, I dedicate this project to him for he has not only uplifted me to the new academic pinnacles but has been an incomparable role model in my own life and career.

For my family and friends who continually wished me well, I thank them for their encouragement and understanding. This has been an incredible experience. They believed in me when I cannot believe in myself. They direct and guide me to the right paths leading to success, they wiped away the tears and bring the laughter and smiles. Without their love and support throughout my education journey and my entire life, I would not be who I am or where I am today.

Thank you for your love and I love you in return.

DEFINITION OF KEY TERMS AND CONCEPTS

Christian Association of Lesotho (CHAL)

The Christian Association of Lesotho is the association that coordinates six Church Member Health Institutions in Lesotho. CHAL provides about 40% of health care in Lesotho and it is a main partner of the government of Lesotho in the health sector (CHAL, 2020).

Employee engagement

According to Sun and Bunchapattanasakda (2019), employee engagement is defined as the state of having a long lasting, positive emotional and motivational affair of developing work commitment, readiness to devote themselves to work at any time, and having inclination to go extra mile and portray the elements of agreeableness, proudness, and encouraging experiences during work. The term will be used in the study to measure how improvement can be enhanced and how continuity can be sustained thorough development of employee engagement.

Employee productivity

According to Maduka and Okafor (2014), Employee productivity is defined as the time spent by an employee actively executing the duties that he or she was employed to perform, to produce the desired organizational outcomes expected from an employee. The study will use the term to indicate how employee engagement will improve productive of the employees and the organisation.

Engagement

According to Markos and Sridevi (2010) Engagement is the willingness, passion and commitment that employee invests oneself to accomplish the mission of the organisation through increasing one's discretionary effort to succeed. This commitment is beyond employee satisfaction from the employment arrangement or being loyal to the employer.

Job satisfaction

According to Sahoo and Mishra (2012), job satisfaction is a construct that has been extensively researched. They define it as, a positive emotional state brought about by an evaluation of one's job or job experiences. In this study job satisfaction is one of the sub-domains that are investigated under employee engagement.

Leadership

Rossato (2008) define leaderships as the ability to influence or motivate other people towards achieving goals. In business setting it can mean planning and directing employees towards execution of the strategic plan devised to achieve its strategic purpose and goals.

Organizational performance

Jenatabadi (2015, p.354) defined Organizational performance "as the extent to which a company, as a social system with certain resources, is able to fulfil its goals without being obliged to incapacitate its resources and means or putting excessive strain on its employees"

Transformational leadership

Odumeru and Ogbonna assert that transformational leadership theory is all about "leadership that creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group" (2013, p.356). The study evaluates the impact of transformational leadership on employee engagement.

1.INTRODUCTION TO THE RESEARCH

1.1 Background and context

The provision of health services is crucial for prevention, treatment and rehabilitation of illnesses and diseases for every person. According to the World Health Organization (WHO), everyone has the right to good health; “to reach a state of complete physical, mental and social well-being, an individual or group must be able to identify and to realise aspirations, to satisfy needs, and to change or cope with the environment” (1998, p.1). The existence and functionality of health care facilities is significant for every nation because their limitations affect not only the health sector but the entire nation. As a result, the effective and efficient contribution of health service providers is critical for protecting lives and ensuring the functionality of every human being.

The Christian Health Association of Lesotho (CHAL) facilities are non-profit making, and most of them serve in Lesotho’s rural areas, where residents are plagued with poverty and lack of infrastructure. As a result, a memorandum of understanding was proposed between the Government of Lesotho(GOL) and CHAL in order to mitigate and normalize the high user fee costs. CHAL is working hard to improve health care services, this is to fulfil its mandate and securing funding from the GOL. The Christian Health Association of Lesotho works tirelessly to adhere to the health standards practiced in Lesotho’s health care sector.

CHAL and its Church members have a mandate to ensure the provision of quality health services and coordinates and facilitates the collaboration between the government of Lesotho and Christian Health facilities in order to ensure that all of its members have access to high quality health care (CHAL, 2020). CHAL provides about 40% of health care in Lesotho and is a key partner of the Lesotho government in the health sector. The member churches own 8 hospitals and 71 health centres spread throughout Lesotho (CHAL, 2020).

In order to improve performance, efficiency, and effectiveness of the services, leadership and employee engagement are critical. No organization can function effectively without its workforce, and no workforce can function effectively without a clear vision of what they want to achieve and how they intend to achieve it. Several studies recommend enforcement of effective

transformational leadership to ensure provision of vision, relationship building and trust in the organizations (Bulkapuram et al., 2015; Colbert, 2012; West et al., 2015; Wiley, 2010). The aim of the CHAL/GOL partnership, among other things, is to inspire and motivate workers, as well as to concentrate employees' tasks on the organizational goals (GOL/CHAL, 2007). The findings of the studies conducted clearly revealed a weakness in strategic leadership and employee engagement (Mwase et al., 2010).

Transformational leadership helps organizations to adapt to changes and sustainable business success. Transformational leadership improves performance, motivation, and morale of followers through implementation of a variety of mechanisms (Odumeru & Ogbonna, 2013). These mechanisms would include linking the follower's sense of identity to the organization's identity. Furthermore, they would inspire the followers to take more responsibility and ownership for their work. Moreover, recognize the strengths and weaknesses of the followers and help them improve (Odumeru & Ogbonna, 2013).

Furthermore, transformational leadership factors that contribute to the positive effects of individual performance on organizational performance were highlighted. These are a clear mission and vision, employee empowerment, and performance monitoring (Odumeru & Ogbonna, 2013). Employee engagement enhances the effective utilization of employees as well as their retention. This is the most difficult challenge that many organizations face. However, employees' perceptions of their leaders play a significant role in their engagement (Bhuvanaiah & Raya, 2014). In order to address the problem of low employee engagement, managers should identify employee engagement drives that are key contributors to the increase in employee motivation and performance.

1.2.1 Problem statement

The Christian Health Association of Lesotho collaborated with the Government of Lesotho (GOL) through the memorandum of understanding (MOU) signed in 2007. According to the MOU, CHAL health facilities must undergo accreditation and re-accreditation every three years (GOL/CHAL, 2007).The accreditation standards are based on achieving the milestones laid out in the quality assurance programme. The Ministry of Health (MOH) monitors CHAL facilities through reports

and performance reviews. According to the MOU, CHAL health facilities are funded through a combination of external grants, user fees and government subvention funding based on the government funding formula (GOL/CHAL, 2007).

Prior to the signing of the MOU, CHAL facilities charged significantly higher patient fees and paid lower salaries than government health facilities (Mwase et al., 2010). The collaboration regulated the patient's user fees, and staff salaries. This was made possible by a government subsidy based on the performance and passing of the accreditation assessment by all CHAL health facilities.

Although the establishment of the CHAL facilities improved the health care sector in Lesotho, according to the 2010 Lesotho Health Systems Assessment, health service delivery in both GOL&CHAL health facilities is generally low. The findings of the assessment indicated that, among other things, the low levels of employee engagement, poor planning capacity, insufficient supervision, oversight of responsibilities, and a disconnected feedback system contributed to the poor service (Mwase et al., 2010)

To address the findings of the assessment, in 2016, the Ministry of Health introduced the Performance Based Financing (PBF) as a trailblazing, results-oriented approach that incentivizes health facilities based on their performance, defined as the quantity and quality of their services (Ministry of Health, 2016). The PBF assessments conducted from 2016 to 2018 also revealed low service and performance, posing a threat to the continued funding of CHAL facilities under the MOU agreement between CHAL and GOL (Ministry of Health, 2016).

Furthermore, the Human Resources' annual report stated that there was a high stuff-turnover rate, a high rate of disciplinary cases, and only a few supervisory reports were received (HRM annual report, 2018). These findings indicate a high rate of staff demotivation and low morale. Research posits that, to deliver services effectively and efficiently, a high morale and motivated workforce is required (Sun & Bunchapattanasakda, 2019). Moreover, it proposes that managers and employees achieve better results when they understand each other and work together towards a common goal (Poisat, 2006; Rossato, 2008)

The collaboration of the of GOL and CHAL requires that CHAL pass the accreditation assessments. This obligation puts a lot of pressure on striving for continuous service improvement. As a result, CHAL health facilities are in desperate need of improving services and passing accreditations.

According to Datche and Mukulu (2015), employee engagement is critical for organizations that want to improve their performance. It has consistently been linked to increased levels of employee's productivity and well-being (Datche & Mukulu, 2015; Gavrea et al., 2011). Furthermore, Colber (2012), maintains that employee engagement has an impact on individuals, particularly managers, while Luthans and Peterson (2002) proposes that an engaged workforce can improve a manager's efficacy and confidence , making that manager more effective.

Effective Leadership is critical for defining a clear mission, vision, and strategies for the organization, as well as for influencing and inspiring employee commitment and trust. According to Gavrea, Ilies and Stegerean (2011), many organizations prioritize continuous service improvement because it allows them grow and achieve better results. An organization 's service delivery should be systematically traced, interpreted, and improved periodically to match the demand.

1.2.2. The research purpose (aim and objectives) statement

Main objective: The purpose of the study was to evaluate the impact of transformational leadership on employee engagement at Christian Health Association of Lesotho Hospitals.

The study has the following objectives:

Objective 1: To study the effect of transformational leadership on employee productivity at CHAL Hospitals in Lesotho

Objective 2: To determine effect of employee engagement of employee. productivity in CHAL Hospitals in Lesotho

Objective 3: To determine the factors that facilitate employee engagement in CHAL Hospitals in Lesotho

Objective4: To provide recommendations to enhance employee.

engagement in CHAL Hospitals in Lesotho

1.2. 3 Research questions as well as accompanying hypotheses and propositions

Question 1	What effects do employee engagement have on employee productivity in CHAL Hospitals in Lesotho?
Null hypothesis	Employee engagement do not have effects on employee productivity
Alternative hypothesis	Employee engagement affects employee productivity
Proposition	Engaged employees are productive hence the improvement of employee productivity
Question 2	Does transformational leadership have effect on employee productivity in CHAL Hospitals in Lesotho?
Null hypothesis	Transformational leadership has no effect on employee performance?
Alternative hypothesis	Transformational leadership plays a significant role on employee performance
Proposition	Transformational leadership enhances employee performance and lead to increase of individual productivity
Question 3	What are the employment factors influencing employee's performance in CHAL Hospitals in Lesotho?
Null hypothesis	There are no employment factors influencing employee performance
Alternative hypothesis	Employment factors influence employee performance
Proposition	Factors of employment do affect employee performance

1.2.4 Delimitations and assumptions of the research study

This study employed random sampling of the targeted sample population of 260 permanent employees from the Christian Health Association of Lesotho's Paray Mission Hospital and Seboche Mission Hospital. Furthermore, the study was restricted to quantitative research method using the SPSS software data analysis. Data analysis used SPSS correlation matrix analysis to allow the researcher to entirely test the effects of transformational leadership on employee engagement on the permanent employees of the CHAL hospitals.

The researcher used an online questionnaire for collection of data. Data coding, capturing, and cleaning was automatically done during the data collection stage. The raw data was kept and saved in a folder that is locked with password to deny access of other people and to ensure security and ethical measures of keeping data.

Assumptions

The researcher assumed that the participants gave honest information when they fill the questionnaire. The researcher assumed participant's high response rate.

1.2.5 Significance of the research study

The study anticipated an increased performance and high quality of service delivery by maximum engagement of the employees from Paray and Seboche mission hospitals. Additionally, the study anticipated promoting the practice of effective leadership through goal attainment and performance assessment.

Consequences of the low performance indicated by Lesotho Health systems survey in 2010 and Performance Based Financing assessments from 2016- 2018 have resulted in CHAL facilities having urgently want to address the challenges facing the health sector in Lesotho. Transformational leadership is the heart of organisational performance and effective management (Erkutlu, 2008). The actions and attitudes of the management or leaders directly or indirectly affect the actions and attitudes of employees (Woodcock, 2008). Therefore, the study findings

provided evidence for the importance of transformational leadership for employee and organisational performance.

The level of employee engagement and the ability to enforce transformational leadership can determine an organization's productivity and success (Datche & Mukulu, 2015; Hamman, 2013; Markos & Sridevi, 2010). Restructuring of job designs, employee involvement and participation can lead to high productivity in the workplace. Employees that feel respected and valued by the organization tend to reciprocate it through high commitment (Markos & Sridevi, 2010; Patro, 2013).

Research have shown that to ensure productive and commitment, organizations must have managers that can motivate and inspire employees (Markos & Sridevi, 2010). Managers who use transformational leadership style have shown a tendency to motivate employees, improve employee engagement and decrease employee turnover (Bass, 1999). Similarly, the study findings have important recommendations on the development of inspiring and motivating leadership skills and improving on the strategies of practising a goal-oriented culture. Another importance would be enhancing employee productivity by improving on the performance management systems through involvement of top, middle, and lower management levels, as well the entire staff. The main objective and ultimate goal for conducting this research will be the improvement of the healthcare service delivery. As the study indicated that CHAL provides about 40% of healthcare services delivery in Lesotho and it is a main partner of the government of Lesotho in the health sector the importance of this study will bring a significant improvement for the country.

1.2.6 Preface to the research report

To this end, the report has six chapters. Following this introductory chapter, Chapter 2 focused on the literature review, the theoretical frameworks and conceptual frameworks which underpinned the study. Chapter 3 discusses the study methodology, with specific reference to the research strategy, design, procedures, reliability, and validity measures as well as limitations. Chapter 4 presents the study results. Chapter 5 provides the discussion of the empirical result, chapter 6 provides summary, conclusions, limitations, and recommendations.

2. LITERATURE REVIEW

2.1 Research Problem Analysis

The literature review will be divided into three sections: a) the significance of importance of employee engagement in organizational performance; b) the significance of transformational leadership in employee productivity; c) The interdependence of employee engagement and transformational leadership. The themes mentioned above are more important in terms of organizational service delivery performance contributing to organizational service delivery performance.

2.1.1 Understanding employee engagement

Employee engagement is defined by Sun and Bunchapattanasakda (2019), as the state of having a long-term, positive emotional and motivational affair of developing work commitment, readiness to devote themselves to work at any time, and having inclination to go extra mile and portray the elements of agreeableness, pride, and encouraging experiences during work. Literature posits that employee engagement is important for organizational performance (Datche& Mukulu, 2015; Gavrea et al., 2011).

Patro (2013) further states that engagement is about the ability of an organization to create opportunities for employees to interact with their organization, colleagues, and managers. Employee engagement is critical for achieving optimal performance because it demonstrates their willingness to devote more energy, commitment, and dedication to their tasks (Bunchapattanasakda & Sun, 2019). According to Gavrea et al. (2011 p.286.), employee engagement refers to “an active, work-related psychological state that includes perceptions, emotions, and behaviours, with the features of energy and involvement”. Bunchapattanasakda and the Sun (2019, p.13) go on to say that engagement "can be felt emotionally, cognitively, and behaviourally." It demonstrates a positive emotional and motivational state of mind, as well as a willingness to devote themselves to the task at hand (Sun & Bunchapattanasakda, 2019, p.13).

According to Bhuvanaiah and Raya (2014), employees are not always highly energetic and focused; therefore, managers must take on the task of managing individuals based in their various

abilities, to, personalities, interests, and preferences. They should be aware of how previous experiences and organizational factors influence their level if engagement throughout the process.

In many settings, employee engagement has been consistently linked to higher levels of employee productivity and well-being. Many organizations are focusing on service improvement because improved performance allows organizations to grow and process (Gavrea et al, 2011). Moreover, an organization 's service delivery should be systematically traced, interpreted, and improved periodically to meet the demand (Gavrea et al., 2011).

2.1.2 Leadership and employee engagement

Leadership is defined by Rossato as "the ability to influence or motivate an individual or a group of individuals to work willingly toward a given goal or objective under a specific set of circumstances" (2008, p. 7), while Sadono describes leadership as a "relationship between leader and followers". (2008, p.2.). Literature posits that, leadership is the most important factor that influences employee engagement, and that effective leadership should demonstrate the organization's unambiguous and clear core values, as well as value and respect for employees' abilities regardless of position, which promotes their engagement (Patro, 2013; Rossato, 2008; Sadono, 2008). Furthermore, in a study conducted by Patro (2013), he found that employees satisfied with their leadership were more likely to stay with their company for a longer period (Patro, 2013). This highlighted the notation that leaders play a unique role in setting the tone, demonstrating employee value, connecting employees to the organization`s mission, and acting strategically to ensure employee engagement (Hewitt, 2015).

According to Datche and Mukulu (2015), a leader who empowers their followers and encourages their employees to bring new ideas without fear of failure reaps greater results in terms of commitment and innovation. This type of leadership encourages followers to become self-sufficient and to propose new ideas. Leadership that encourages followers to become problem solvers makes such employees more active thinkers. According to Datche and Mukulu (2015), a leader who empowers their followers, in this case employees and encourage them to bring new ideas without fear of failure reaps greater results in terms of commitment and innovation. This type of leadership encourages follower/employees to become self-sufficient and to propose news

ideas. Leadership that encourages followers to become problem solvers makes such employees more active thinkers more involved and highly engaged in their work. Leaders who use this style of leadership, inspire, and encourage innovation in their employees, resulting in a high level of engagement (Datche & Mukulu, 2015).

Furthermore, in a study conducted by Markos and Sridevi (2010), they found that leaders who engage others have the key ingredient to creating a culture of engagement that improves organizational performance, and organizations that invest in leader engagement achieve higher performance. According to Patro (2013), employees vigorously seek meaning and purpose in their work, and if they do not find it, they are likely to disengage from their work. Other studies (Markos & Sridevi 2010; Gavrea et al. 2011; Datche and Mukulu, 2015) agree on the notion that any business development initiatives undertaken by managers cannot succeed without the wilful engagement and involvement of employees. They emphasize the significance of employee engagement and leadership in any business's success. Employees who feel valued and well-treated by their employer are more likely to respond by putting forth greater effort to increase their level of engagement (Markos & Sridevi, 2010).

According to the findings of a study conducted by Markos and Sridevi (2010), many employers place a high value on employee engagement in order to create more efficient, resourceful, and productive workforce. Positive employee work ethics is one of the most important factors that contribute to increased employee engagement and a more conducive organizational environment (Pech & Slade, 2006). Ethics also play an important role in the development of organizational corporate governance, measuring moral values, and ensuring compliance with organizational policies.

In a study conducted by Patro (2013), he revealed the following, as workplace conditions essential for improving employee performance: improved quality, commitment and motivation, employee retention, drivers of employee engagement. With regards to improved quality, he proposes that employees can help to improve quality if they are given the right opportunities. Employee engagement helps organizations in maintaining high quality and, as a result, influence customer satisfaction to maintain improved quality and thus influences customer satisfaction (Patro, 2013).

Relating to commitment and motivation, he argues that high levels of engagement at work are associated with learning. Motivated employees turn to take initiative to learn new things and increase innovation and productivity. As far as employee retention, Patro (2013) proposes that employee retention is critical for job continuity and saving time and money spent on the recruitment and training of new employees.

Furthermore, relating to the drivers of employee engagement; the positive factors that improve employee engagement are depicted in Figure 1 below. Figure 1 further demonstrates the outcomes that the highly engaged employee could provide to the organization. Later in this chapter, the study will discuss the five factors from this figure as the variables that determine high employee engagement: Leadership, job satisfaction, job designing, incentives & compensation and communication.

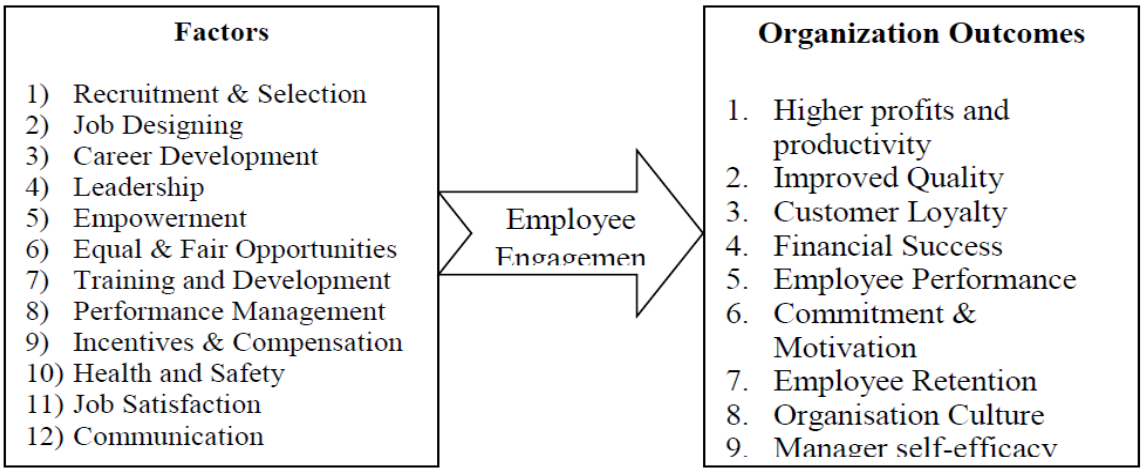


***Figure 1**: Framework of Factors and Outcomes of Employee Engagement (Patro, 2013)*

According to Markos and Sridevi (2010) a manager must execute the following five leadership practices to ensure a highly engaged workforce. They should align efforts with the organizational strategy, empower employees, encourage, and promote teamwork and collaboration, support employee growth and development, and motivate employees to contribute. These findings are supported by Datche & Mukulu (2015) who observed that changes in employee engagement are likely to be the results of factors of employment that influences organisational outcomes. Therefore, the study of (Patro 2013; Bezuidenhout and Schultz 2013) suggested that in order to

improve organisational culture, organisational productivity, employee retention, commitment and motivation the organisations need to improve the following factors that are highly impactful to employee engagement; leadership, job satisfaction, employee empowerment and training and development.

2.1.3 Indicators and root causes of disengaged employees

Several noticeable behaviours have been identified as indicators and root causes of employee disengagement from their duties in various studies . The following are clear indicators of employee disengagement: “long-term episode of distraction with no interest in participating in the organization’s activities, regular absenteeism, and poor level of decision making , and lack of interest in work activities” (Pech & Slade, 2006, p.1).

In a study conducted by Markos and Sridevi (2010), they found that disengaged employees suffer from wasted effort and talent, as well as less commitment from their co-workers. As a result, they have higher absenteeism, lower client/customer orientation, and lower productivity. Heikkeri (2010) study also discussed disengaged employees and alluded that they have a low trust issue with their colleagues and supervisors, they have a high tendency of falling into misconduct, gossip, and unprofessional conduct towards customers. Additionally, Ayers, (2015) study adds that they hate their leadership and they do not observe the organisational policies and regulations, therefore, their productivity is low.

Therefore, it will be critical for management to identify the root causes of these problems in order to address these symptoms. According to Peach and Slade (2006, p.24), the sources of employee engagement are classified into four categories: "external environment, psychological, organizational, and general forces.

To enable the management to address these symptoms it will be imperative to identify them. The external environment is referred to as the outside factors that affects the performance of the organisation, the psychologist explained psychological environment as the psychological aspects related to employee`s work and inclinational to employee`s work role (Sharma & Singh, 2018) Organizational environment is the organisational internal practices and regulations affecting performance of the employees (Sharma & Singh, 2018).

One of the leading causes of employee disengagement is a lack of organizational work ethics (Pech & Slade 2006). Employees do not trust what employers tell them because there is a lack of trust between employers and employees (Markos & Sridevi 2010). The emotions of pride and determination are destroyed by a lack of trust (Pech & Slade 2006). One of the leading causes of employee disengagement is poor organizational work ethics (Pech & Slade 2006; Sharma & Singh, 2018). The lack of trust between employer and employees affects communication because employees often do not trust what their employers tell them (Markos & Sridevi 2010). Furthermore, the lack of trust destroys the emotions of pride and determination to perform well (Pech & Slade 2006).

Working with self-assigned tasks and ineffective supervisory styles are two more reasons for employee engagement (Pech & Slade 2006). According to literature, job stress is becoming one of the most serious causes of disengagement. Stress impairs an individual's personal health, effectiveness, and the quality of work (Gill, Flaschner & Shachar, 2006). Job stress can be the results of an individual's reactions to an unpleasant work environment that threatens or causes disharmony in him or her to him or her (Anbazhagan & Rajan, 2013)

2.1.4 Consequences and interventions for lack of employee engagement

What happens when an organization's employees become disengaged? Employees who are disengaged are more likely to waste their time and effort on the things that are of no importance to the organization (Heikkeri, 2010). Moreover, they are dissatisfied, and they may even decide to leave the organization. They are uninterested in contributing to initiatives that will bring change their organization. Furthermore, they are sceptical of their organization's performance metrics and customer service (Markos & Sridevi, 2010).

Literature shows that leadership that has the characteristics of vision setting and inspiring is thought to be more suitable for engagement. Transformational leadership characteristics are crucial, particularly for instilling meaning in employees and motivating them to contribute to changes in the organization for creating meaning and inspiring employee's contribution (Datche & Mukulu, 2015; Hamman, 2013).Transformational leadership theory is all about "leadership that

creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group as a whole" (Odumeru & Ogbonna 2013, p.356).

Furthermore, Datche and Mukulu (2015, p.1) define transformational leaders as "four distinct factors: charisma as idealized influence, inspirational & motivational individualized consideration, and intellectual stimulation" referred to as the "four I's of transformational leader.". Furthermore, Datche and Mukulu (2015, p.1) define transformational leadership as "four distinct factors: charisma as idealized influence, inspirational & motivational individualized consideration, and intellectual stimulation" known as the four I's of transformational leader" Idealized Influence characteristics displays qualities which encourages respect, formulation of Organisational mission, values, purpose, and their importance are effectively communicated. Iinspirational mmotivation exhibits enthusiasm and optimism about goals and future states while intellectual stimulation encourages creativity and innovative ways of solving problems and completing the task. Lastly, individualised consideration focuses on developing and mentoring their staff and address their needs (Datche & Mukulu, 2015).

In a study conducted by Bass and Steidlmeier (1999), they introduced different elements of transformational leadership that have high compatibility with engagement: Inspiration Motivation, which promotes organizational compelling vision, mission, and it instils values to its members; Intellectual Stimulation, which encourages employees to explore new ideas and critical thinking skills;Idealized Influence, which influences employees to believe in the philosophy of their leader through following what he/she practises. The leaders become a role model that followers seek to emulate, and Individualized consideration, which posits that a leader's influences through mentoring and rewarding followers for their creativity and innovation (Bass & Riggio, 2006).

Transformational leadership enables the articulation of a compelling vision for the future, as well as the confident expression of the importance of achieving its purpose. The management team should serve as role models act as a role model for the rest of the team by coaching and supporting employees to achieve high levels of engagement (Datche & Mukulu, 2015). Managers should clearly communicate the organization's goals; break them down into action plans so that individual employees understand their roles; improve communication lines to allow for a smooth flow of

information; and continuously communicate goals during performance review meetings (Gill, Flaschner & Shachar, 2006).

Furthermore, managers should always encourage upward communication and be attentive, and open to employee's new ideas from employees, as well as increase employee incentives and sense of adding value to the organization (Gill et al., 2006). In a study conducted by Datche and Mukulu (2015), they recommend that organization should develop training programmes that build transformational leadership skills and behaviours if they intend to improve engagement of their employees (Datche & Mukulu, 2015). Employee Engagement is highly dependent on four major conditions in the workplace, namely "organization's culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance" (Patro. 2013 p.4).

1. Organizational culture: it connects the organization with its employees, empowering them in decision-making and developing and guiding them to grow.

2. Continuous reinforcement: organizations formulate policies to facilitate employee commitment.

3. Meaningful metrics: The organization develops a performance measurement tool to measure, monitor, and encourage the employee's commitment to the organization's goals.

4. Organizational performance: Organizational commitment improves, job satisfaction, trust, and a sense of ownership.

2.2 Research Knowledge gap analysis

In this section, the researcher covers the results of the previous literature review and analyses them to determine the knowledge gap. The knowledge gap could be misrepresented strategies or discrepancies between the actual research and what was anticipated (Wotela, 2019). The methods provide a way of finding missing or insufficient information and, recommending a solution that organizations can use to fill the knowledge gap. There has been no research conducted on this topic or any other related topic at any of the hospitals affiliated with Christian Health Association of Lesotho. The results of the literature review will be used to examine the impact of leadership on employee engagement.

Datche and Mukulu (2015) conducted a similar study in Kenya, and the purpose of the study was to determine the effects of transformational leadership on employee engagement, with the assumption that a leadership approach causes changes in individuals and organizations, as well as employee engagement. The study put more emphasis on the "influence of idealized influence, inspirational motivation, intellectual stimulation and individualized" (Datche & Mukulu, 2015, p.1). A data collection survey was conducted among 18 top-performing state corporations to examine the relationships using the stratified random sampling method to select study participants. A structured questionnaire was used for data collection and data analysis carried out with SPSS was conducted with the aid of SPSS (Datche & Mukulu, 2015).

The results of the study showed that transformational leadership was positively correlated with employee, while the leader`s intellectual stimulation and individualized stimulation was positive but only moderately related to employee engagement. The inspirational motivation relationship of leaders was very weak and insignificant, while the idealized influence relationship with employee engagement was negative (Datche & Mukulu, 2015). Although the Datche and Mukulu study has similarities to the current study, it was conducted in a different country with very different cultural and economic aspects that affect the organization's behaviour and the behaviour of its employees. driving the organization behaviours and employee conduct.

Another similar research study was conducted at the Northern Illinois University in the United States of America (USA), where the purpose of the study was to "examine leadership's effect on employee Engagement" (Woodcock, 2012, p.1). The study explored and examined potential intervention approaches that used transformational leadership interventions to employee engagement. For employee engagement and transformational leadership, the study proposed engagement and trust as mediators of the relationship between the two variables (Woodstock, 2012).

The theoretical model by Macey and Schneider (2008), was additionally used to test the validity of the relationship between state and behavioural engagement with transformational leadership. Although the study showed similarities to the current study, it was conducted over 8 years ago, which is a very long-time frame, observing the unpredictability and the different circumstances that exist in organization s. The study was conducted in the USA, which has a different political, economic, and social factor affecting the population (Woodstock, 2012).

Bezuidenhout and Schultz (2013), also conducted a study in the North West province of South Africa, to study the correlation between transformational leadership and employee engagement in a mine in the province. The target population for the study were both ordinary employees and management. The empirical results of the study showed a strong relationship between transformational leadership and engagement. From the results, it was concluded that transformational leadership is essential for improving employee engagement (Bezuidenhout & Schultz, 2013) The research took place in a different country and in a different industry. The driving forces behind the workforce would not be the same, although the main objective of the study was the same. though the study is looking for the same purpose.

Similarly, Watts (2017) conducted a study at the North Central University School of Business Administration in San Diego, California. The purpose of the study was to measure the ability of non-profit making organization s to sustain an engaged workforce. That was done though studying the lack of knowledge on the effect of the four I's of transformational leadership; these are "idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration", on employee engagement (Watts, 2017, p.2). The data was collected using an employment standard measures questionnaire adapted from Utrecht Work Engagement Scale. The questionnaire measured the characteristics of transformational leadership while Boshoff and Allen's (2000) instrument was adopted to measure the intention to quit (Watts, 2017). The study was conducted in the USA, which as discussed above has a different political, economic, and social context affecting the population.

A similar study was also conducted at the University of Pretoria in South to determine the extent to which leadership affects employee engagement, and how this affects organizations, resulting in a bottom-line performance. The study used secondary data collected from the 2008 employee engagement survey. The study used the Cronbach alpha coefficient test and factor analysis to determine the relationship of the factors (Rossato, 2010). Hamman (2013) conducted a similar study at the University of Pretoria in 2012 on "transformational Leadership and Employee Engagement amongst Knowledge Workers" (Hamman, 2013 p.1).This study aimed at complementing the previous study conducted on "the relationship between specific leadership styles and employee engagement in the workplace" (Hamman, 2013 p.1).The study sample included 21 LabourNet business unit managers and 124 LabourNet consultants who were

considered as professional workers. The relationship between the variables was determined using Correlation analysis and crosstabulation (Hamman, 2013). This study, however, did not focus on any leadership style as its focus was on professional workers and not all employees.

Breevaart et al. (2014), conducted a study titled "Daily transactional and transformational leadership and daily employee engagement'', to examine the daily impact of the two leadership styles on daily engagement. The study linked leadership behaviour and focused on the work environment to observe how leadership behaviour affects the employees daily. The study was monitored for 34 days using the population of 61 Norwegian naval cadets from the Military University College. The study used data from daily behavioural observation to measure variation of the participants behaviour for 10 days (Breevaart et al., 2014). Although the study is similar to the current study, it focused on daily behavioural observation presented in a different setting, and the observation encompassed two types of leadership styles.

2.3 Quantitative variables key to the Study

Several instruments to measure employee engagement applied to this study included independent variable and dependent variables. In independent variables the researcher`s study is interested in the following variables which are believed to play an important role on the employee engagement in organisations, Transformational leadership, recognition and rewards, internal communication, job design.

Dependent variables that the researchers assumed to have a significant impact on employee engagement is job satisfaction. The concept of employee engagement can be linked to many other factors that are not going to be investigated in this study. The study identified factors that are contributed by the literature review and the projected framework of this study.

2.3.1 Leadership

Rossato (2010 p.7) defines leadership as "the ability to influence or motivate an individual or a group of individuals to work willingly toward a given goal or objective under a specific set of circumstances." The purpose of leadership is to determine what the employee should do, it transforms organizational perception towards a new significant improvement & innovation and

add value to the organization (Margareta et al., 2018; Markos & Sridevi, 2010 & Silva, 2016). When employees believe in their organization and feel it supports their wellbeing, they turn to care about their organization (Chandani, 2016). They actively fulfil their responsibilities and become more engaged (Margaretha et al., 2018). The leader/manager should be a visionary, future oriented, involve employees in their vision to encourage their engagement (Chandani, 2016). The Leader`s commitment to empower employee engagement creates a more productive workforce (Markos & Sridevi, 2010).

2.3.2 Job Satisfaction

Employee Job satisfaction refers to feelings or emotional responses to different workplace situations (Cook, 2010). Moreover, job satisfaction concerns how employees feel about their job and whether those employees show a positive attitude towards their job (Shankari, & Subha, 2016). The purpose of employee satisfaction is to enhance an employee`s committed approach towards organizational objectives through the creation of inspiring work environment, promoting and addressing employee growth and development (Cook, 2010). Job satisfaction handles the negative effects of dissatisfaction such as "absenteeism, low performance, lower morale, low contribution to the team, less coordination, and less orientation towards organizational objective" (Varma, 2018, p.10).

2.3.3 Recognition and Rewards

Employee rewards and recognition are essential employee motivations provided in financial and non-financial terms (Yee, 2012). The purpose of reward and recognition is to increase motivation, promote better outcomes, and increase productivity and workplace morale (Saks, 2006). Moreover, recognition programs can help promote employee engagement & retention, organizational values, customer retention and boosting organizational profit margins (Bartlomiejczuk, 2015).

Recognition and rewards are also methods used by organizations use to show employees that they are respected and valued (Yee, 2012). It encourages employee's independent thinking, autonomy, and freedom to choose their way of doing their job (Markos & Sridevi, 2010). Therefore, in order to attract a talented workforce, the first step is to determine employees' benefits comparatively to

what the market offers (Saks, 2006). Employees move from one organization to another because of better benefits. However, Yee (2012) argues that, employees do not only seek financial rewards but also seek personal growth, personal development, and a friendly, and conducive working environment in which they become a part of organizational decision making. According to Maslach et al., (2001), when an individual feels disrespected and not recognized in the workplace, it can lead to burnout.

2.3.4 Internal Communication

Internal communication refers to the practice of exchanging information within the organization (Yee, 2012). The purpose of communication is for the organization to communicate clearly and consistently, what is to be done and what is expected from the employees (Markos & Sridevi,2010). This gives employees the opportunity to participate in in the organization by contributing their ideas (Yee, 2012).

Furthermore, it helps to build trust between and confidence between management and employees (Markos & Sridevi, 2010). It is important that organizations always keep employees informed about their plans and performance. Effective communication with employees, allows employees to feel valued and included in the activities if the organization. Furthermore, it stimulates a sense of responsibility and provides a positive attitude among employees (Yee, 2012). Yee (2012) encourages a two- way communication within the organization to involve all employees in understanding and appropriating its mission and objectives.

2.3.5 Job Designing

Job designing refers to job characteristics, including "challenge, variety and autonomy", which provide psychological significance and impact on employee engagement (Patro, 2013, p.5). A well-designed job that matches employees' skills becomes meaningful and engaging, leading to increased engagement (Patro, 2013).

The purpose of job design is to provide opportunities and incentives for individuals to bring their skills to work and promote engagement. The study conducted by Saks (2006) found that job

enrichment is positively related to the meaningfulness of the job and has a direct effect on engagement. An important aspect of job characteristics is the availability of resources and adequate training. This increases employee's confidence, decreases the level of oversight, and improves self-efficacy and engagement (Markos & Sridevi, 2010).

2.4 Framework(s) for interpreting research findings

In this section, the frameworks that support the analysis of the results are discussed. The investigation into the various frameworks and approaches was explored using Sirota `s model of employee engagement and the engagement framework ((Macey & Schneider,2008, p.6; Nienaber & Martins. An Interpretive framework means a set of assumption principles as well as ideas that describe a theoretically informed perspective and a set of appropriate practices for the process of data interpretation (Valtonen, 2011).

The conceptual framework of the study helped to demonstrate the expectation from the study, by defining the variables that are relevant to the study and their relationship with each other.

2.4.1 Sirota's model of employee engagement

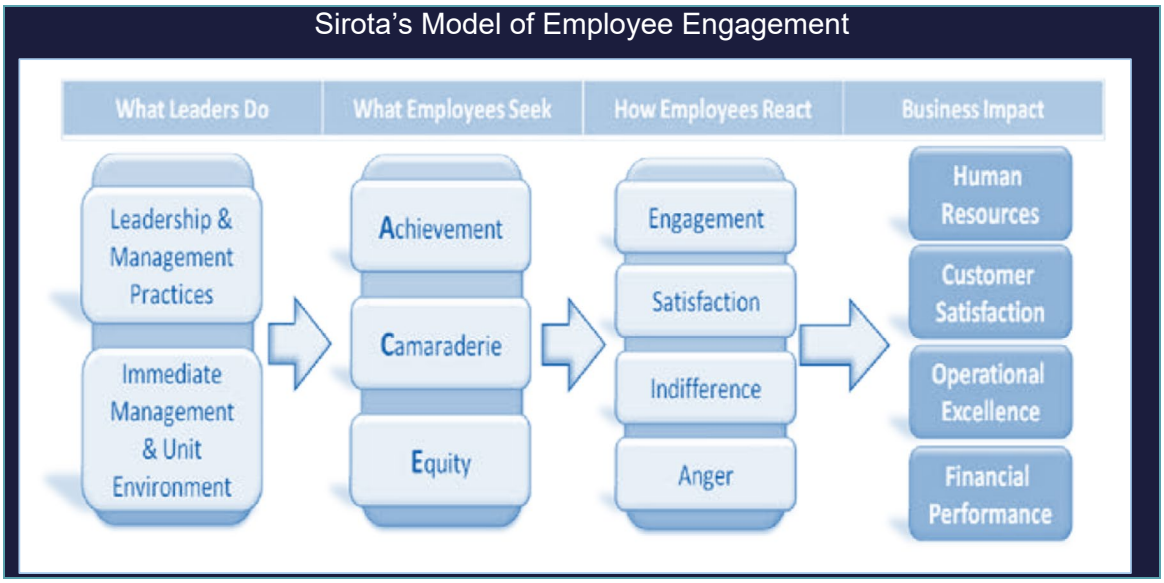


Figure 2: *Framework of Sirota's model of Employee Engagement*

Figure 2 shows the framework of Sirota's model of employee engagement. The model emerged out of the need to provide leaders and managers with a more comprehensive understanding of how to build high performing teams and organizations. According to Sun and Bunchapattanasakda

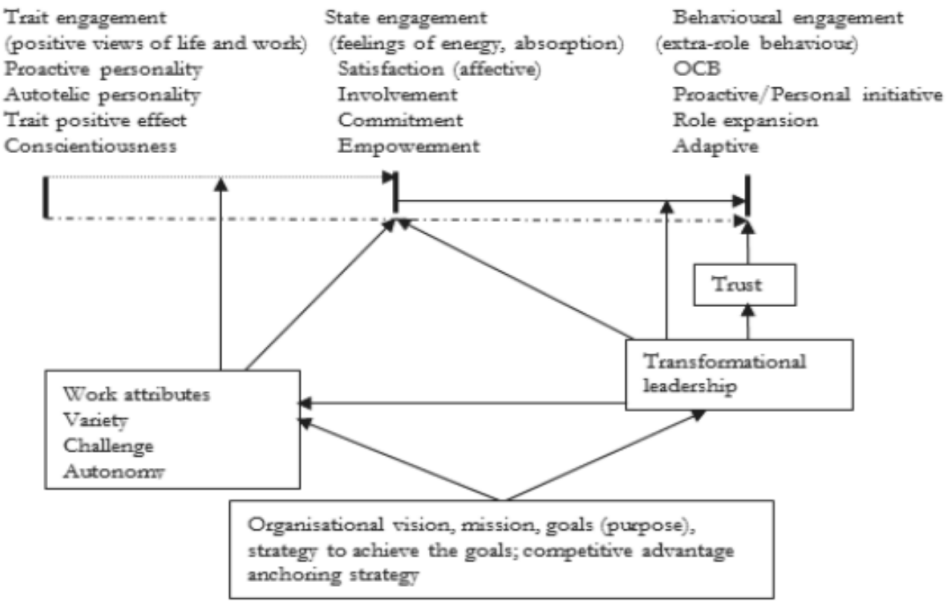
(2019), the model recognizes organizational practices and the importance of leadership as a core contributor to employee engagement. Sirota's three factor theory holds that, achievement, camaraderie, and equity can promote employee engagement (Sirota, 2005).

These are the fundamental principles that build enthusiasm for the organization, confirming that employee's goals should be aligned with the organization 's goals, and that ultimately, the organization must meet the needs of the employees. With regards to achievementt, the model asserts that acknowledging employee work achievements motivates them; it increases their morale. Hence, they get motivated become more dedicated after noticing that they are recognized (Sirota, 2005) . Camaraderie posits that employee recognition increases their sense of belonging and they feel as part of the organization and they increase their corporation with the organization (Sun & Bunchapattanasakda, 2019) . The employees need to be treated with honestly and fairness when it comes to employment issues. This is what equity is about.

The advantage of this framework is to help the study to test the manager's ability to build worker enthusiasm, their ability to create conducive work environment and display of ethical practices. Furthermore, Sirota, (2005) ascertain that the framework helps to test the deliverance of equity, acknowledgement of employee's achievement, and camaraderie in workplace. Moreover, Bristoll (2020) asserts that, increasing employee's enthusiasm benefits the organization through increased, performance and competitive advantage. Sirota (2005) argues that when people are not treated appropriately, they become frustrated and hate their work, their enthusiasm decreases, and this results in low morale and low productivity.

Another model that can be used to interpret results is the engagement framework. The purpose of this model is to highlight the essential attributes that must take the conceptual space so that research can identify the nature of the engagement they are dealing with (Macey & Schneider, 2008). The framework consists of seven components representing three levels of the organization: the organization, team, and individuals. From a theoretical point of view, the framework is useful for illustrating the antecedents "trait engagement, work characteristics, leadership, trust and organizational vision, mission, goals, strategy and competitive" (Nienaber & Martins, 2014, p.5). Furthermore, the framework describes the effects of behavioural engagement and its impact on

organizational performance. Antecedents effect engagement and influences the outcomes of organizational performance.



Engagement framework: (Adapted from Macey and Schneider, 2008)

According to Macey and Schneider (2008), engagement is a multidimensional structure with three different dimensions: trait engagement, state engagement and behavioural engagement. The three dimensions of engagement framework are interpreted as an employee engagement psychological state indicating proactive positive views of life and work, energetic absorption, and role behaviour.

They generally posited that the framework shows the direct and indirect conditions of the organization that affect the engagement of employees. They also pointed out that the nature of the work and the type of leadership also affect the status of employee engagement (Macey and Schneider, 2008).

With regards to organization, organizational effectiveness is regarded as a unifying structure for more than a century of research on dealing with management and design of organizations (Erkutlu.2008). Several models have been developed to study organizational effectiveness and

influence on employee behaviour yet each present unique emphasis and unique the goals (Erkutlu.2008; Macey & Schneider 2008; wood. 2012)

The research conducted by Poisat (2007), agree with the framework, and establishes that leadership plays a vital role in driving employee engagement. The employee's commitment to feel engaged towards the goals of the organization and willingness to promote the organization depend largely on how they perceived their treatment by their managers.

With regards to transformational leadership, the definition of a transformational leadership differs from one study to another. The study conducted by Erkutlu (2008 p. 3) revealed that transformational leadership includes quite a diverse "attainment of group goals, group capacity to deal with crises, employee satisfaction with their leader, employee commitment to organizational goals, the general psychological well-being and development of employees, and the leader's retention of status in the group"

In this framework, the effectiveness of transformational leadership was evaluated using the scale of employee satisfaction, state of engagement and behavioural change and trust. These are the roles transformational leadership plays in engaging employees; provide direction by creating a clear vision for the organization and inspires people to engage, translate direction by creating clearer alignment between the organization, identify the organizational culture by identifying the values that supports implementation of the vision and Develop employee trust through stablishing open communications system (Poisat, 2007).

With regards to trust, transformational leaders must have the trust of their followers to be effective. Woodcock (2012) claimed that transformational leaders are leaders who can get the trust of their followers. Several studies support the idea that the characteristics most valued in a leader are honesty, integrity, and truthfulness (Markos & Sridevi, 2010; Pech & Slade, 2006). Nienaber and Martins (2014) put forth the engagement framework that shows transformational leadership as the source of trust and good relationship between the managers and employees. Woodcock (2012) puts that "one of the key reasons followers are motivated by transformational leaders to perform beyond expectations is that followers trust and respect them." Markos and Sridevi (2010) held that transformational leadership succeeds because it is built on trust.

2.5 Summary of literature

In this chapter, the researcher used the theory based on the available literature on the study. The literature review highlighted the meaning and possible impact of employee engagement on the organization's performance. Furthermore, appropriate employee engagement frameworks that aided the analysis were identified and applied. The next chapter, which is Chapter 3, focuses on the study methodology.

3. RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

3.1 Research strategy

A research strategy is a plan of action that is done in sequential steps to guide ideas and efforts of the researcher are done in successive steps of action to direct thoughts and efforts (Dinnen, 2014). This allows researchers to organise research systematically to produce reliable and valid research outcome results as per the scheduled timeframe. The selection of a research strategy plan is based on action steps that are broken down from specific assumptions into a specific way of collecting data, researching, and interpreting the data (Ishtiaq, 2019). This strategy takes three distinct types - qualitative, quantitative, and mixed methods strategies (Ishtiaq, 2019).

A Quantitative research strategy is an approach that is used to test or examine the relationship between variables (Ishtiaq, 2019). The main objective of this approach is to identify, understand and study predictions. The present study employed the quantitative research approach, as it was interested in determining the relationships between the observable and the obsolete variables (Ishtiaq, 2019). A similar research strategy was used in Woodcock's (2012) study to investigate the relationship between transformational leadership and employee engagement. Variables (transformational leadership, Job satisfaction & commitment, organizational commitment, and trust) were quantified by this method. The results of the study revealed that transformational leadership, trust, and state engagement had no relationship with employee behavioural engagement (Woodcock, 2012).

3.2 Research design

Peniele defines a research design as "the plan, structure and strategy of collecting and investigating data from the sampled population'' (2015, p.1). According to Ishtiaq (2019), research designs are forms of inquiry that are used in qualitative, quantitative, or mixed strategic approaches to give specific direction to procedures. Other authors call them 'strategies of inquiry' (Denzin et al., 2011*).* The research design combines parts of the research project into a structured format, and it

includes five main research paradigms that are exploratory and interrelated. These are: social surveys, comparative research, cross-sectional, case study and longitudinal (Bryman, 2012).

This study employed a cross-sectional research design. Bryman (2012) defines cross-sectional research design as one of the most popular research designs and It is also referred to as 'social survey design. This form of research design involves choosing a specific variation of the data to address the main research objective and the main research question (Bryman, 2012). Cross-sectional design aimed to define a subset population of the employees from different department and units, in order to collect data for the purpose of addressing the research questions formulated for the study. Furthermore, this research design was relevant to the study as data collection is cost effective and can generate large amounts of data. The other advantages are that it can provide good controls over the process of measuring the impact of transformation leadership on employee engagement and for comparing different measuring instruments for the reliability of the study. According to Rossato (2008) the design was utilised by other studies successfully.

In a study conducted by Rossato (2008), he employed a similar research design to examine how leadership affects employee engagement, and how employee engagement can lead to improved organizational performance. The cross-section research design produced a systematic and logical relationships between transformational leadership and employee engagement.

3.3 Research procedure and methods

This section documents the actual procedure and the methods used in the study to collect, collate, process, and analyse empirical findings. In general, the researcher describes target population and sampling of respondents, ethical considerations in the research process, data collection, data processing, data analysis as well as the background description of the respondents who provided empirical evidence for this research.

3.3.1 Research data and information collection instruments

Data collection instrument is a method of collecting data that is used to enable the collection of information required about what is being studied (Kumar, 2014). According to Abawi (2014),

conducting research requires accurate and logical data collection. There are several methods that can be employed by research to collect data for a quantitative study; some of these include interviews, observations, questionnaires, and surveys. The use of these instruments depends on the type of data the researcher is interested in collecting (Kumar, 2014).

Questionnaires is one of the most popular primary data collection method which can be used for any kind of research. A questionnaire data collection instrument is made up of a series of questions looking for relevant information to the purpose of the study (Kumar, 2014). According to Abawi (2014) data collection can be collected through self-completion online questionnaire or a guided face to face questionnaire.

Datche and Mukulu (2015), used a structured questionnaire to find effect of transformational leadership on employee engagement. The self-completed online questionnaire is useful for easy management of data and for anonymity purposes (Capel et al., 2020). The study employed the structured online questionnaire to collected data. An online anonymous survey was administered on the SPSS platform. The data was collected in a short period of time with little at a low cost. The data instrument was used effectively to achieve the This study was committed to using online distribution of questionnaires, which were sent to respondents via email. Employees were notified of the request and invitation to participate, and potential respondents were emailed an invitation to visit a website where the link is located. The advantage of using the online mode is that many participants were reached and there was a high likelihood of participation.

3.3.2 Research target population and selection respondents

A target population in research refers to a group of individuals as a collective that fits a set of specifications that the researcher intends to conduct research in and draw conclusions from (Lee, 2015).

In the current study, the target population was employees of two Christian Health Association of Lesotho Hospitals: Paray Mission Hospital and Seboche Mission Hospital. At the time of

collecting the data, the two hospitals had a total of 440 employees combined. The study population was 130 permanent staff members per hospital, which was a sample of 260 employees combined. The two hospitals each had four departments: a medical department that consists of a medical doctor's unit, pharmacy, laboratory, radiology and anaesthetics and a dental unit.

The second department was a nursing department, which consists of general wards, surgical wards, maternity wards, and a highly intensive care unit. The third unit is the Primary Health Care department, which consists of maternal and child health, community outreach and health posts services, and lastly the administration department, which consists of Human resources, finance, and Information technology.

For the purpose of this study, the researcher was interested in the employees working in the medical and nursing units, as well as the Human Resources unit under the Administration Department. It was anticipated that focusing on specific departments would assist the researcher identify employees knowledgeable about employee's conditions of employment, performance management, supervision, monitoring, and evaluation of services.

A similar study was conducted in Kenya, and the data was collected among civil servants from different states. The purpose of the study was to determine the impact of "transformational leadership on the leadership approach believed to cause changes in individuals and organizations" (Datche & Mukulu, 2015, p.1). Data was collected using online questionnaire, and it was analysed using the SPSS version 22 (Datche & Mukulu, 2015). The researchers wanted to collect data from high performing states without limitations to demographics of the participants.

3.3.3 Sampling

Gentles et al. (2015, p.85) proposes that sampling is the "act, process, or technique of selecting a representative part of a population for the purpose of determining parameters or characteristics of the whole population". There are two methods of sampling techniques, namely - random and non-random sampling techniques. The simple random sampling implies that every population has the same and equal probability of being included in the study (Gentles et al., 2015). The current study used a random sampling technique for the sub population of 260 permanent employees at the Paray

Mission Hospital and Seboche Mission Hospital under the Christian Health Association of Lesotho. The study considered random sampling techniques to give every employee falling within the criterion of the study an equal chance of being chosen depending on their willingness to participate in the study

3.3.4 Ethical considerations when collecting research data:

According to Resnik (2015), ethics are practical standards set to guide conduct and distinguish between acceptable conduct and unacceptable conduct. Before the research was conducted, there were ethical considerations that the researcher paid attention to. These included the ethical approval, harmful information, informed consent, anonymity, and confidentiality,

i. Ethical approval

The study applied for ethical clearance from the University of Witwatersrand non-medical committee. The researcher was granted permission by the university (Appendix-2.2 (clearance number: **WBS/BA2281749/356**). The purpose of the clearance was to ensure compliance with ethical issues guiding research (Wits, 2020)

ii. Harmful information

Researchers are expected not to harm participants during data collection, where harm is anticipated, appropriate steps should be taken to prevent the harm (Creswell & Creswell, 2017). The main responsibility of the researcher in this study was to ensure that participants are protected from any harm they might face as a result of participating in the study.

iii.Informed consent

Creswell and Creswell (2017), propose that research participants must be provided with all the necessary information regarding the purpose and use of the information collected. Participation in the current study was voluntary and respondents received a voluntary consent form to (Appendix 1.1).

iv. Anonymity and confidentiality:

According to Whelan (2007, p.2), anonymity refers to the "the degree to which the identity of a message source is unknown and unspecified; thus, the less knowledge one has about the source and the harder it is to specify who the source is among possible options, the more anonymity exists". Confidentiality means, protection of information about individuals from unintentional disclosure to others by applying different strategies such as, using password protected devices for data collection (Creswell & Creswell, 2017).

In this current study, the researcher did not use the participant's identifying details. The researcher did not pose questions that would provide any form of identity that would link information to them (i.e., No real names, contacts details and residential address). Moreover, the survey was conducted online, and the file was encrypted with security password for protection of participant's information. Furthermore, only the researcher had access to the encrypted responses from the online survey, thus guaranteeing the participants anonymity and confidentiality.

3.3.5 Research data and information collection process

Data collection is the process of collecting research information to answers the research problem, test the hypothesis, and evaluate the outcomes. The methods of data collection consist of the two main types: primary sources or the secondary sources (Ishtiaq, 2019). The four mode of data collection for primary data are participant observation, interview, ethnography and focus group discussion (Kumar, 2014).

This study was committed on the observation using online distribution of questionnaire that was send via email to respondents. A request and invitation to participate was announced to the employees and potential respondents were emailed an invite to visit a website where the link is located. The benefit of online mode is that many participants were reached and there were high chances of participation. This process also assisted the researcher to adhere to the protocols of the Lesotho National Covid-19 Secretariat (NACOSEC) of social distancing (NACOSEC, 2020).

The similar mode of data collection was used in San Diego, California, in the study that was investigating "the Impact of Transformational Leadership's Four Characteristics on Employee Engagement and Retention in Non-profit Organizations" (Watts, 2017, p.1). The participants were sent emails with the survey link that directed them to the questionnaire. The questionnaire was developed with Survey Monkey TM (Watts, 2017). The benefit of online survey is the less costs, reaching volume of participants and easy access of the questionnaire.

3.3.6 Research data and information processing and analysis

Data coding is the process of organizing responses into categories and assigning codes or symbols based on the category or class they belong to (Crossman, 2019). Capturing data into a computer is a process of using a software program to process information. The Statistical Package for Social Sciences Data Editor represents a case, while the columns represent variables. This tool provides the ability to add, alter, or delete values after the data has been captured (Kumar, 2014). After data coding, data cleaning ensues. Data cleaning is the process of detecting and correcting of coding errors and inconsistencies in the data set as a result of inaccurate entry of the data. Inaccurate, incomplete, or inconsistent data is identified, corrected, or edited at this stage (Crossman, 2019).

Datche and Mukulu (2015) conducted a similar analysis, data cleaning the completed questionnaire by entering the data into SPSS (version 22), cleaning the data and coding for analysis. Data analysis involved testing of reliability, description of variable and analysis of regression to "determine the influence of the leader behaviours on employee engagement" (Datche & Mukulu, 2015, p. 12).

The analysis of the study employed the use of descriptive and inferential methods of analysis to describe the patterns and relationships between variables. The descriptive analysis was used to describe the data and the underlying patterns, while the inferential data analysis, tested the relationship between the variables, (Ho,2006). This current study used a combination of different statistical analysis tools to generate the required analysis; the SPSS software was used for capturing the data, data cleaning, coding, and conducting correlation analysis to examine the relationship between the dependent and independent variables. Correlation analysis enabled the researcher to test the effects of transformational leadership on employee engagement, and to determine its impact. The Microsoft Excel data analysis toolPak feature was used to generate visual

plots. Furthermore, this approach allowed testing of the relationships between specific observed and unobserved variables

3.3.7 Description of the research respondents

Table 1 shows the distribution of the respondents by health facility, gender, and age. The relative frequency of health facility reflected a larger representation of respondents being those from Seboche Hospital constituting about 56% while those from Paray Hospital account for 44%. Female respondents accounted for about 56%, accounting for the larger proportion. By age distribution, those aged between 30-39 years were the most dominant at 45%, followed by the age group of 20-24 with 24%. among the interviewed respondents at about 45% followed by respondents at the age group of 20-29 years with 24%. This reflects that, the study participants are a relatively young workforce.

Table 1: *Distribution of Respondents by Hospital Facility, Gender and Age*

Demographic Variable	Frequency	Percentage
Health Facility		
Paray Hospital	82	43.6%
Seboche Hospital	106	56.4%
Gender		
Male	81	43.1%
Female	105	55.9%
Not Stated	2	0.11%
Age group		
Below 20 years	1	00.5%
20-29 years	45	23.9%
30-39 years	84	44.7%
40-49 years	40	21.3%
50 years and above	15	8.0%
Not Stated	3	1.6%

Table 2 shows the distribution of the respondents by length of service and level of engagement. The results showed that majority (30.9%) had worked at the health facilities for about 4 to 6 years, while 28.2% had worked for both health facilities for years ranging from 0-3 years. Respondents

who appear to have worked for both organizations for 11 years or more accounted for about 16%. in terms of job level, about 79.3% of respondents held non-managerial positions, while about 18% held managerial positions.

***Table 2**: Distribution of Respondents by Length of service and level of engagement*

Demographic Variable	Frequency	Percentage
Length of service		
0-3 years	53	28.2%
4-6 years	58	30.9%
7-10 years	42	22.3%
11 years and above	30	16.0%
Not Stated	5	2.7%
Level of engagement		
Managerial	35	18.6%
Non-Managerial	149	79.3%
Not Stated	4	2.1%

3.3.8 Research strengthens—reliability and validity measures applied:

Reliability refers to the "degree of consistency in which instances are assigned to the same category by different observers or by the same observer on different occasions" (Silverman, 2013, p.534).Silverman (2013), proposes that to measure reliability, the researcher must document his or her method, verify the research categories that have been used consistently, investigate the reliability of similar studies conducted previously The statistical procedure that is used to measure for reliability is the Cronbach alpha coefficient (*r*), it measures the relationship between the attributes (Silverman, 2013). The closeness of *r* to 1, indicates the highest (2013, p.5) chances that variables are related to each other (Poisat, 2006).

In a study conducted by Gujral and Jain (2013), they found similar results when testing reliability and validity. The study designed a questionnaire to identify the determinants and outcomes of employee engagement. For reliability Cronbach's alpha value was calculated using SPSS to determine the validity of the questionnaire. Cronbach's alpha value (0.727) was found in the study,

indicating a high level of reliability of the questionnaire.The reasons they chose this measure to ensure the reliability of the relationships between the findings, which revealed that transformational leadership is positively related to employee engagement. The advantage of using this was that "leadership was measured using 16 questions and the scale had a high internal consistency as determined by Cronbach's alpha value of 0.72 while the second construct employee engagement had 13 items in the scale, revealed a high internal consistency with a Cronbach's alpha value of 0.79" (Datche & Mukulu, 2015, p.12).

Research validity refers to the extent to which the study accurately represents the social phenomena and credibility of interpretations. It entails interpreting the observations made, determining whether the researcher's interpretations are supported by the data, and whether they are reasonable in relation to previous studies conducted (Silverman, 2013). However, Leedy (2001) defines validity as a tool that measures how well an instrument performs its intended function. The instrument's accuracy is determined not only by the results, but also by the consequences of the results and the general application of the results.

Bryman (2016) suggests four main types of validity that are used in quantitative research strategy: measurement validity, internal validity, external validity, and ecological validity.

i. Measurement validity:

Measurement validity measures the social scientific concepts that addresses the question of whether invented for a concept emulates the concept that is intended to represent; if it does not, the study validity will be called into question. The assessment of a measure's validity presumes that it is reliable, if a measure is not reliable because of its unstable reading of the underlying concept, it cannot be considered valid because a valid measure should reflect the concept it is intended to be measuring (Bryman, (2016).

ii. Internal Validity

According to Bryman (2016), internal validity refers to the question of whether a conclusion that includes an underlying relationship between two or more variables/attributes is significant. It refers to the independent variable factor that influences the effect of the dependent variable factor. To

ensure internal validity, the researcher employed the Cronbach alpha coefficient (*r*), to measure the reliability of the attributes' relationship with one another. The test in this study was navigated on the on the Employee Engagement Survey conducted at Paray and Seboche Mission Hospitals.

iii. External Validity

External validity refers to the question of whether the results of a study can be generalized outside the specific and certain research context. If the study is externally valid, it should be applied more generally in different contexts (Bryman, 2016). Similarly, this study used the Cronbach alpha coefficient (*r*) to test external validity.

iv. Ecological Validation

Ecological Validation refers to the question of whether the social scientific findings of the study are applicable to people in their daily lives and geographic areas (Bryman, 2016). In the context of this current study, it identifies the interrelationship between the effects of transformational leadership and employee daily commitment to their duties.

The instrument that the researcher of this study used was an online questionnaire (Appendix 1.1, part 2) to assess the impact of transformational leadership on Employee Engagement at the CHAL Hospitals based on raw survey data.

3.5 Research weaknesses-technical and administrative limitations

3.5.1 Technical Limitations

i. Population

The data was collected from two institutions: Paray Mission Hospital and Seboche Hospital in Lesotho. Although they are both CHAL Hospitals with similar work status, the leadership and governance status of these institutions may differ. Thus, creating a dilemma when analysing and comparing the findings.

ii. Population Divisions/ departments

One limitation of this study was that it sought participants from all employees without separating them by departments/units. The hospitals have various departments, each with its own independent supervision. The generalisation of the data analysis may not indicate the specific department that requires the most improvement in leadership skills.

iii. The Survey Questionnaire

This research study was intended to test hypotheses about the level of correlation between variables versus understanding the perceived meaning. However, the use of a quantitative research could have some limitations. Quantitative research is concerned with measuring a single, verifiable truth and identifying the correlation between the factors for the situation that is observable (Arghode, 2012). The survey questionnaire did not ask the participants to interpret the circumstances hence it prevented the study to get insightful interpretation of those settings.
The study did not investigate all the factors that could impact on employee engagement, it focused on transformational leadership attributes they were evaluated to determine factors influencing employee engagement during service delivery. Furthermore, the study did not cover all the potential factors that could affect employee engagement in the organization.

3.5.2 Administrative Limitation

i. Low response rate

The researcher is aware that data collection occurred during the holiday season, when most employees were on vacation. Employees were too busy and had limited time to respond to the questionnaire; some did not receive questionnaire orientation. Furthermore, this is the most critical and busiest time of year, with a high influx of patients. The research suffered from two types of nonresponse or missing data elements as a result of the timing effects. These are referred to as unit and item nonresponse, respectively. Unit nonresponse occurs when a sampled unit fails to respond as expected, as opposed to item nonresponse, which occurs when some measurements for the observation unit are present but at least one item is missing. (Yan & Curtin, 2010). For this study,

240 respondents were determined as the study plausible sample size, however, 188 respondents were successfully interviewed accounting for a response rate of 78% (alternatively interpreted as unit nonresponse at 22%).

3.6 Conclusion

This research sought to evaluate the impact of transformational leadership on employee engagement with intention to improve performance using a quantitative correlational research method. This study surveyed a sample group of 187 employees in the two Hospitals of CHAL from the targeted sample size of260. An online questionnaire was used to assess six transformational leadership attributes: Leadership and Supervisory Support, Recognition and Rewards, Employee Satisfaction, Organizational Support Job Characteristics and Teamwork (i.e., independent variable), and employee engagement (i.e., dependent variable). All three of these instruments have been authenticated and proven to be trustworthy.

An online questionnaire was used to evaluate the six transformational leadership attributes: Leadership and Supervisory Support, Recognition and Rewards, Employees Satisfaction, Organizational Support Job Characteristics and Teamwork (i.e., independent variable), employee engagement (i.e., dependent variable). All three of these instruments have been authenticated and verified reliable (Avolio & Bass, 2004; Watts, 2017). At the time of conducting this research study, ethical principles were followed, and ethical clearance was obtained before data collection began. The application for ethical clearance included all the documentation required to ensure compliance with the standards. Furthermore, the researcher agreed to adhere to ethical clearance standards in order to comply with Wits University's Ethics Standards.

4. PRESENTATION OF RESEARCH RESULTS

4.1 Introduction

Transformational leadership and employee engagement at CHAL hospitals in Lesotho

This section presents the empirical results to determine the impact of transformational leadership on employee engagement in CHAL hospitals as well the comparison of the statistical results with the similar studies.

4.2 Presentation of the empirical results

4.2.1 Descriptive analysis

Recognition and Rewards

The study draws from Yee (2012), the role of rewards and recognition in motivating employees. Saks (2006) goes on to argue that rewards and recognition increase productivity. The study focused on aspects of this theme to see how well respondents in the study area rated rewards and recognition at work.

Figure 4 shows the modal response (Mode=1), which demonstrates evidence of the strong disagreement with the notion of respondent satisfaction with their current remuneration package. Furthermore, when assessed on the attractiveness of the organization's value proposition, which is a likely motivator for employees to stay, most respondents disagreed (median = 2; mode =2).

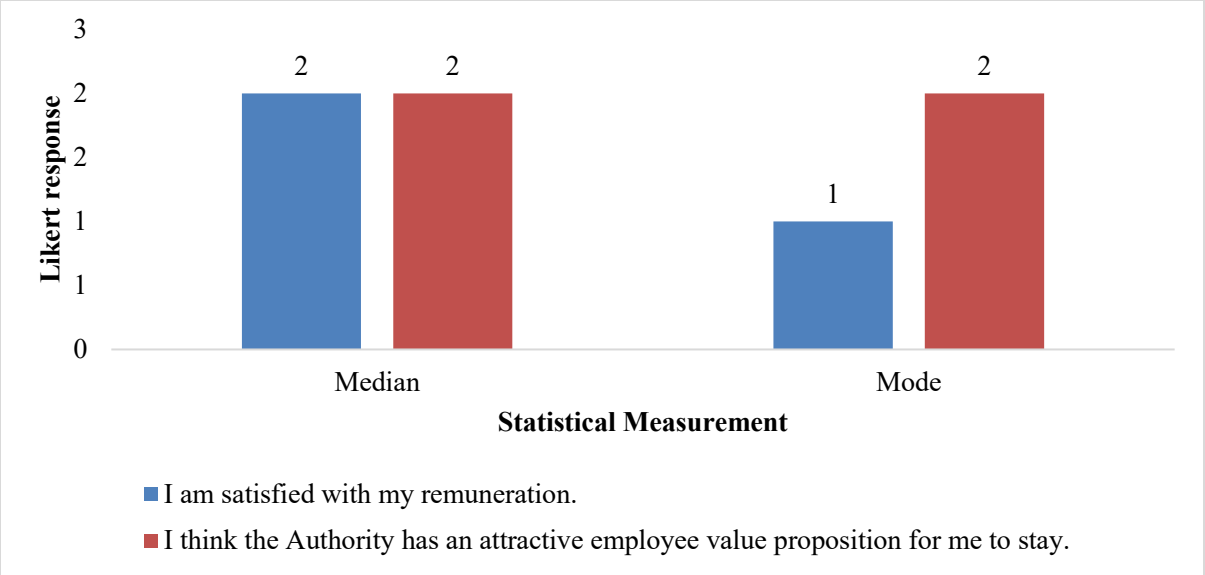


Figure 3: *Descriptive Statistics generated for aspects under Recognition and Rewards.*

Note: The Figure shows the measures of central tendency, the median and the mode to measure the distribution of responses under the aspects of Recognition and Rewards domain. The statements are Likert type, assigned the following value labels: Strongly Disagree =1; Disagree =2; Neutral = 3; Agree = 4; Strongly Agree.

Figure 5 depicts the distribution of responses based in the respondents' agreement or disagreement with two assessed aspects of reward and recognition. In general, the majority of the respondents are dissatisfied with their current remuneration; 37.4% strongly disagreed, followed by 19.2 who 19.2%. The overall dissatisfaction was 56.6% strongly disagree = 37.4%; disagree = 19.2%; compared to 30.2% who are satisfied with their current remuneration. Similarly, when evaluating the value proposition offered by the organizations that would entice respondents to stay a little longer on the job, respondents opposed the statement, with an overall 51.9% disagreeing with the statement.

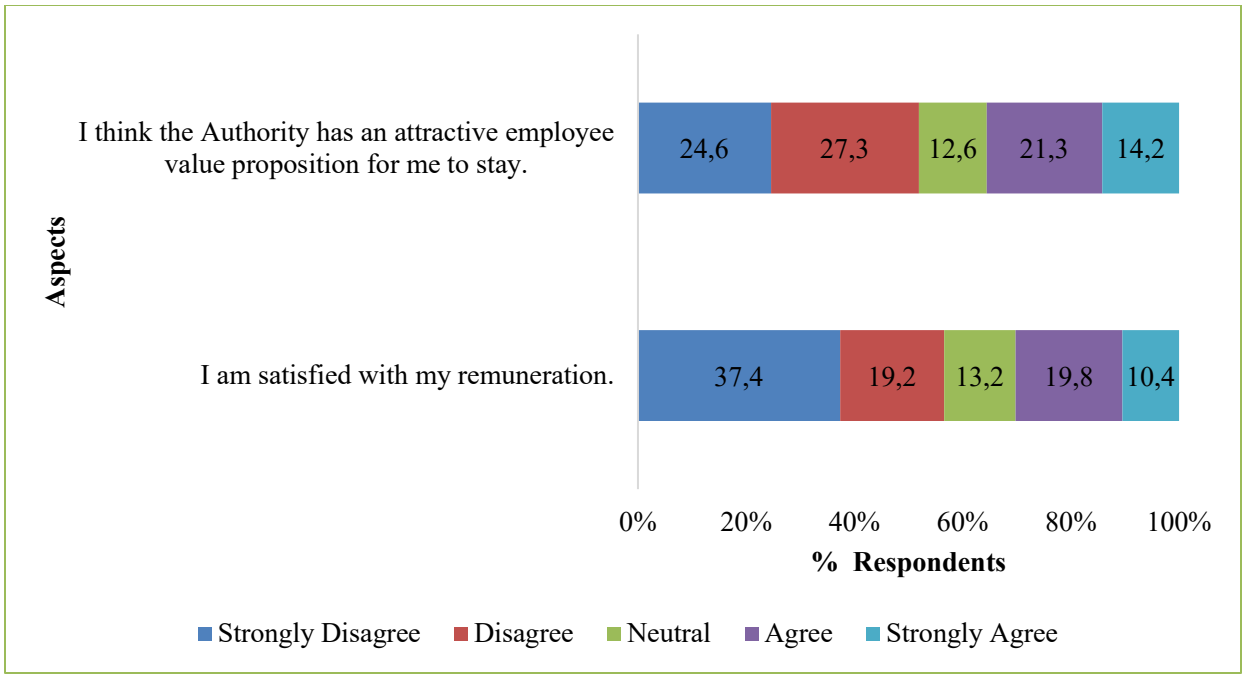


Figure 4: *Distribution of aspects of Rewards and Recognition (%)*

Organizational Support

Organizational support is another theme explored in this research. The study assessed whether the organization's mission, purpose, corporate strategy, and objectives could be triggers that would cause employees to value their jobs (the feeling of importance).

Figure 6 depicts an analysis of one explored aspect of organizational support, based on the proportions of respondents who (agree or disagree) with the concept under. As evidence from the distribution (shown in in Figure 6), the majority of employees agree that the organization's mission, purpose, corporate strategy, and objectives make them feel that their job is important, with 31.7% agreeing, and 24.6% strongly agreeing.

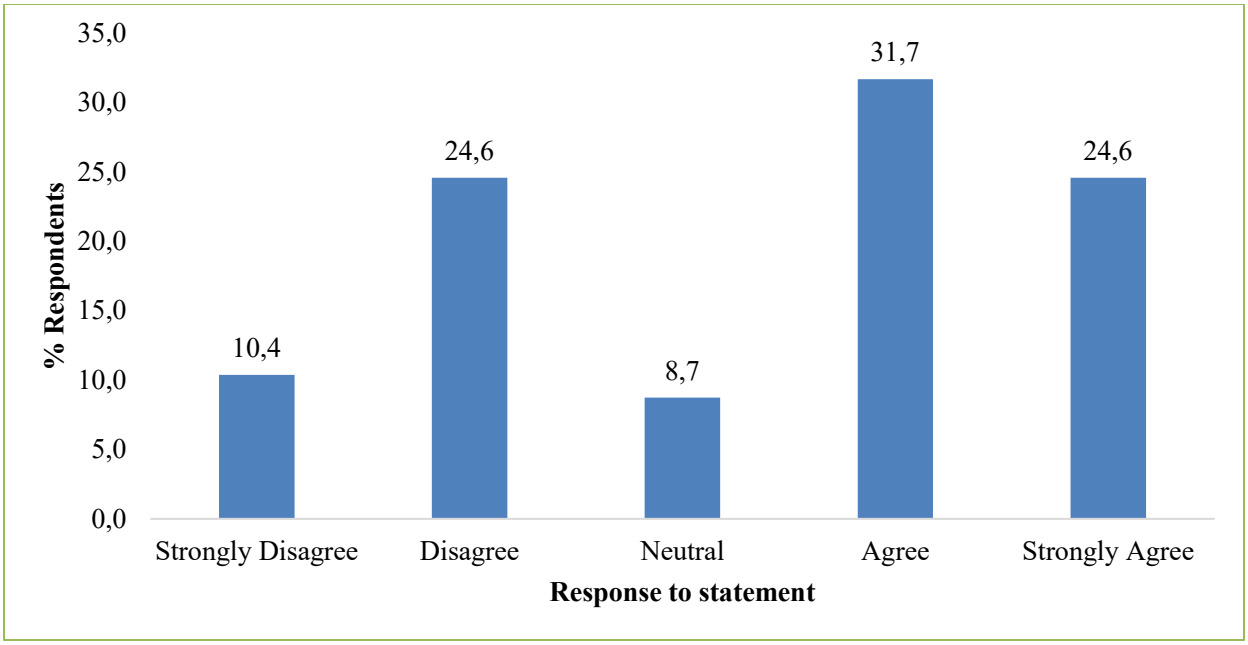


Figure 5: *Distribution of aspects of Organizational Support (%)*

Leadership and Supervisory Support

Under this theme, the study investigated how well the leadership in the two Health Facilities interacts with the non-management staff, evaluating the support they extend to their subordinates. In general, this domain or theme is defined by five aspects, and descriptive statistics are generated for each aspect. for each aspect, descriptive statistics are generated.

According to table 3, a general observation (n=187 respondents), the majority agree with the notion of being cared for by their supervisors (median =4; mode = 4), further detailing receiving constant feedback from their supervisors, whether positive or negative (median =4; mode = 4).Furthermore , the majority of the employees reported having supervisors who care about their growth and development (median =4; mode = 4), and having supervisors who take the initiative to ensure that they receive adequate training (median = 4; mode = 4). In terms of employee decision making, employees largely agreed (median =4; mode = 4) with the notion of being allowed to make decisions about their work.

***Table 3**: Descriptive Statistics generated for aspects under Leadership and Supervisory Support*

Aspects of Leadership and Supervisory Support	Sample (n)	Median	Mode
My supervisor cares for me as a person.	187	4	4
My supervisor lets me know how well or badly I am doing on my job.	187	4	4
My supervisor cares for my growth and development	188	4	4
My supervisor takes the initiative to ensure that I acquire enough training so that I can carry out my duties effectively.	188	4	4
My supervisor allows me to make decision regarding my work.	185	4	4

Figure 7 depicts a more in-depth analysis of the proportional distribution of aspects of leadership and supervisory support. The Majority (24.9%) of the employees interviewed agreed to being allowed to make decisions regarding their own work, whereas 22.75 disagreed with the notion of being allowed by their supervisors to make their own decisions regarding their work. A view of staff on supervisors taking initiatives to ensure enough training reflects mixed reactions from the respondents. While 28.7% of the respondents agree with the notion of supervisors ensuring adequacy of trainings to staff, 23.4% register disagreements. A view of staff on supervisors taking initiatives to ensure enough training reflects mixed reactions from the respondents. While 28.7% of the respondents agree with the notion of supervisors ensuring adequacy of trainings to staff, 23.4% register disagreements.

Furthermore, with regards to staff growth and development, with supervisors expected to encourage their employees, about 25% of the respondents strongly agreed and 20.7 agreed with the notion of receiving care for growth and development from their supervisor. A final observation is that most of the respondents (31.0%) appear to agree on the concept of receiving feedback, and that their supervisors care about them (32.1%).

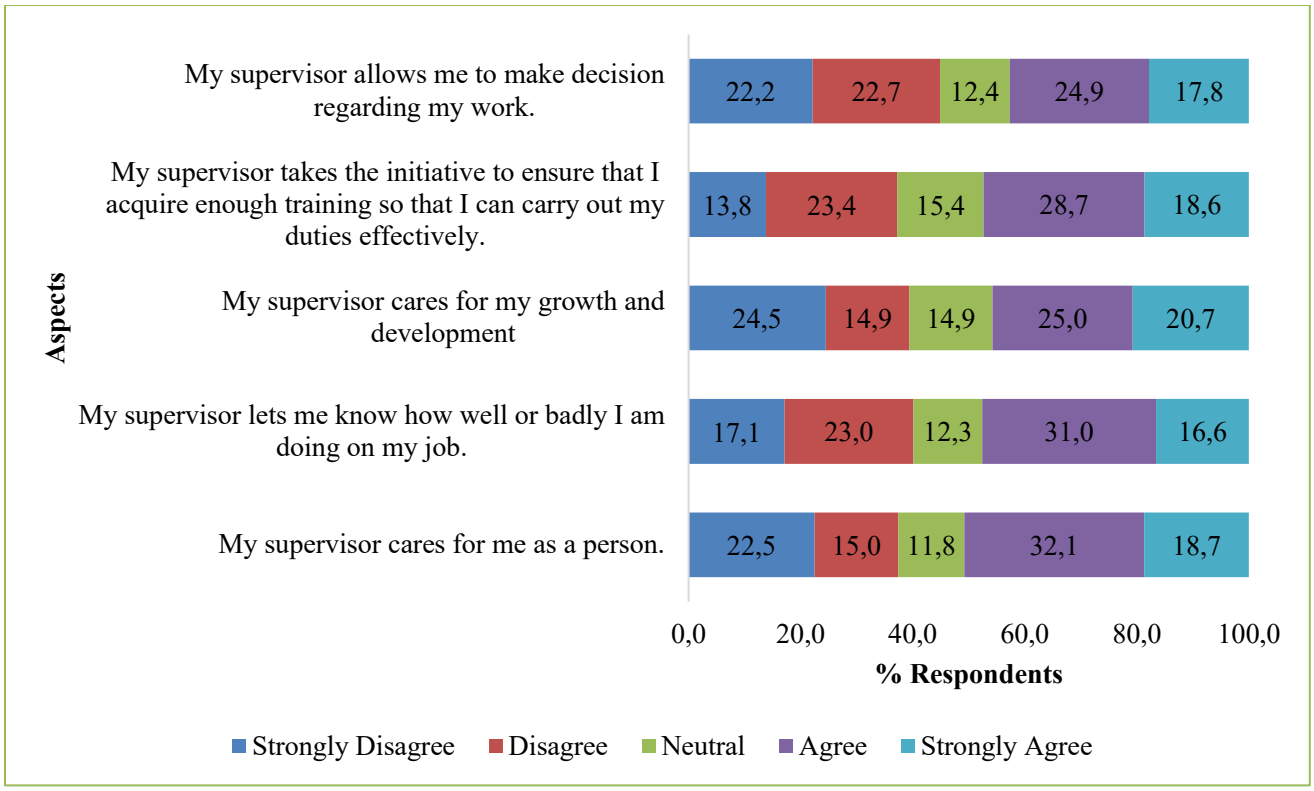


Figure 6: *Distribution of aspects of Leadership and Supervisory Support (%)*

Transformational Leadership

The study participants were assessed on a range of aspects of the transformational leadership. The transformational leadership style is based on the premise that, leaders should encourage, inspire, and motivate employees to bring change in the organization. Descriptive statistics are generated for each aspect. Four aspects have been explored as follows: my supervisor often assigns me challenging duties, my supervisor motivates me to persevere even when I do challenge tasks, my supervisor delegates more often, and my supervisor allows me to come up with innovative ideas at work. Descriptive statistics are generated for each aspect.

As illustrated in Figure 8, contrasting opinions can be found across the four evaluated aspects under the transformational leadership theme. A clear observation is that the majority of respondents agree that their supervisor assigns them challenging duties who agree to the notion that their supervisors assign them challenging duties (median = 4; mode = 4), and that their supervisors delegate more frequently (median =4; mode = 4). In contrast, there is evidence of

disagreement among respondents regarding whether their supervisors motivate their employees to perform challenging tasks (mode = 2). Furthermore, there was significant disagreement (mode = 2) on the notion that supervisors allow staff to be innovative at their workplaces.

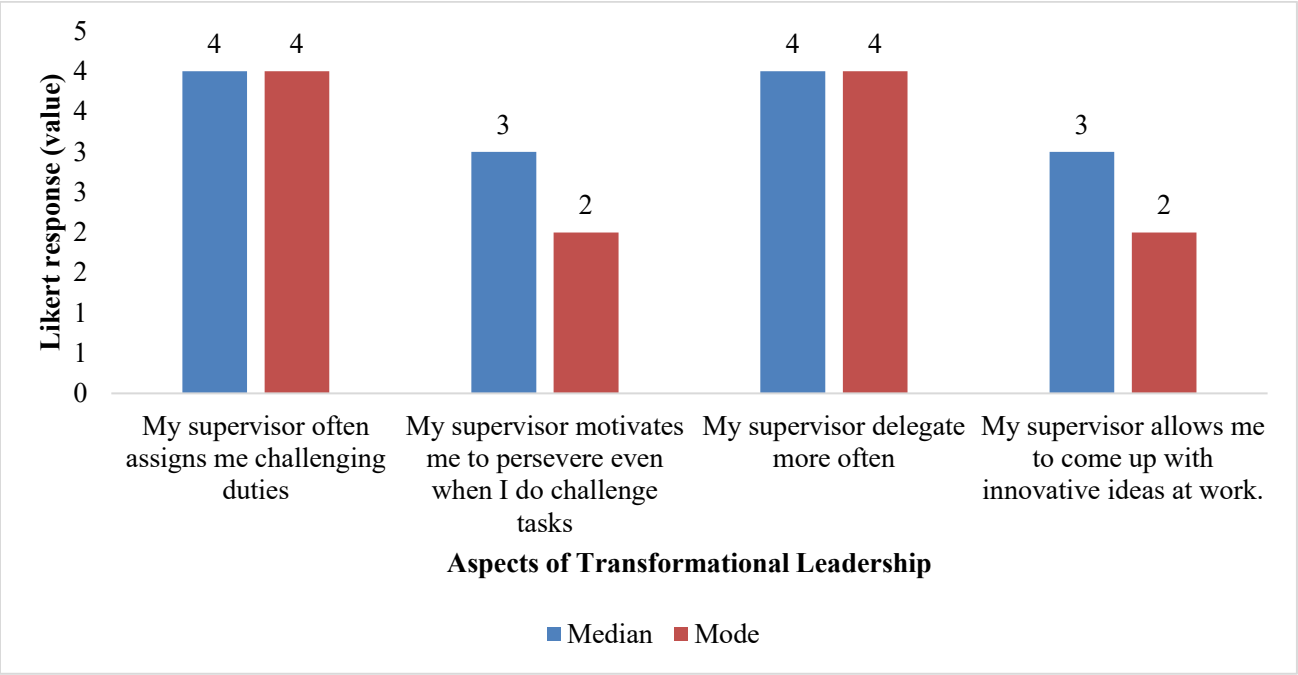


***Figure** 7: Descriptive Statistics generated for aspects under Transformational Leadership.*

Note: The Figure shows the measures of central tendency, the median and the mode to measure the distribution of responses under the aspects of Transformational Leadership domain. The statements are Likert type, assigned the following value labels: Strongly Disagree =1; Disagree =2; Neutral = 3; Agree = 4; Strongly Agree=5.

Job Characteristics

The research looked at three aspects under Job Characteristics: autonomy is important for me to apply discretionary effort, I like the job because it allows me to make my own decisions, and I have adequate resources to do my work. The study assessed three aspects under Job Characteristics: autonomy is important for me to apply discretionary effort, I like the job that allows me to decide on my own, and I have adequate resources to do my work.

Drawing from the descriptive statistics presented in Figure 9, autonomy appears to important for respondents to apply discretionary effort, with majority (mode = 5) strongly agreeing. Similarly, it is notable that respondents prefer jobs that allow them to be independent in executing their duties (median = mode =5). However, when assessed on the adequacy of resources to complete their tasks, most respondents (mode =2) cited resources as a barrier.

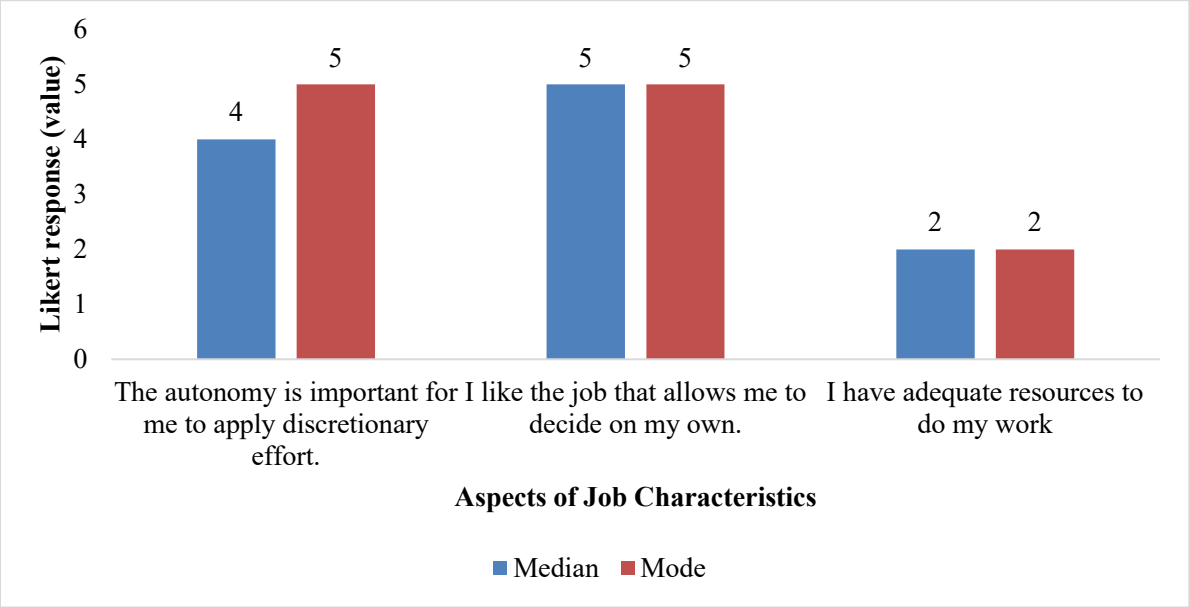


Figure 8: *Descriptive Statistics generated for aspects under Job Characteristics.*

Note: The Figure shows the measures of central tendency, the median and the mode to measure the distribution of responses under the aspects of Job Characteristics domain. The statements are Likert type, assigned the following value labels: Strongly Disagree =1; Disagree =2; Neutral = 3; Agree = 4; Strongly Agree=5.

Job Satisfaction

Literature defines job satisfaction as the degree to which employees feel self-motivated, content and satisfied with their jobs. The dimension is regarded as one of the most important drivers of employee engagement in the workplace (Patro, 2013). In this study, two aspects of job satisfaction were assessed as follows: I frequently look for a job in another organization and I am satisfied with my job. Table 7 provides an analysis of how respondents rate job satisfaction in relation to their current employment. While most of the respondents stated that they actively looking for jobs in

other organizations (median =4; mode = 4), a sizable portion stated that they were satisfied with their jobs (mode =5). A notable observation is that of respondents who remain neutral on whether they are satisfied with their current jobs (median = 3).

Table 4: *Descriptive statistics generated for aspects under Job Satisfaction.*

Aspects of Job Satisfaction	Sample (n)	Median	Mode
I frequently look for a job in another organization.	182	4	4
I am satisfied with my Job	181	3	5

Note: The Table shows the measures of central tendency, the median and the mode to measure the distribution of responses under the aspects of Job Satisfaction domain. The statements are Likert type, assigned the following value labels: Strongly Disagree =1; Disagree =2; Neutral = 3; Agree = 4; Strongly Agree=5.

Teamwork

The study evaluated aspects, under teamwork, as to whether respondents received support from their colleagues, units, and whether they receive the required support from their management. Table 8 depicts that, the majority of respondents confirm receiving support from their colleagues (median =4; mode = 4), as well as similar support from their respective units (median =4; mode = 4). While it is evident that respondents further receive additional support from their management (mode = 4), the median value is around 3, indicating a neutral point.

Table 5: *Descriptive Statistics generated for aspects under Teamwork.*

Aspects of Teamwork	Sample (n)	Median	Mode
I get support from your colleagues	183	4	4
I get support from my unit level	185	4	4
I get support from the management	185	3	4

Note: The Table shows the measures of central tendency, the median and the mode to measure the distribution of responses under the aspects of Team-work domain. The statements are Likert type,

assigned the following value labels: Strongly Disagree =1; Disagree =2; Neutral = 3; Agree = 4; Strongly Agree=5.

Figure 10 depicts the distribution of aspects of teamwork and assesses the degree of convergence or variability of viewpoints in relation to the support employees receive. As shown in the graph, majority of employees agree (29.2%) agree that they receive support from their management, while 16.2% strongly agreed; overall, about 45.4% agree with the aspect. This observation contrasts with the fact that 40.0% of respondents disagree with the idea of receiving management support. Similar patterns emerge from the distribution of respondents who agree or disagree with receiving support from their colleagues and units. This observation contrasts with the fact that about 40% of respondents disagree with the notion of receiving support from the management. Furthermore, similar patterns emerge from the distribution of respondents who either agree or disagree with receiving support from their colleagues and units.

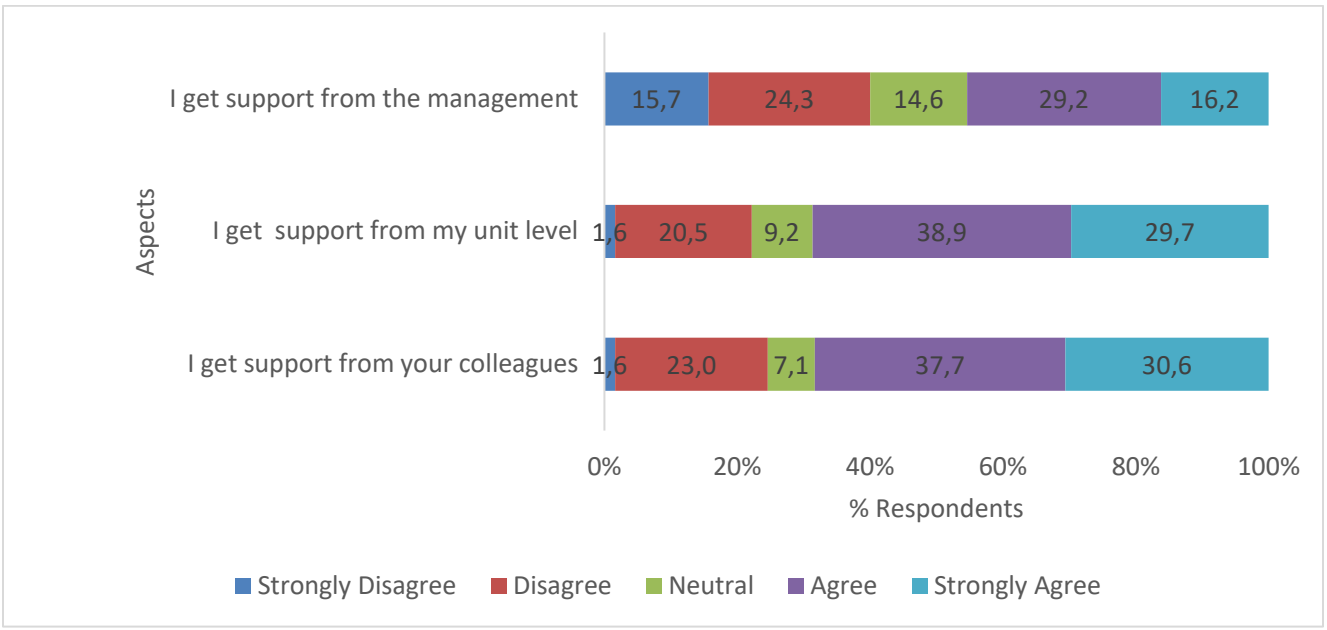


Figure 9: *Distribution of aspects of Teamwork (%)*

4.2. Statistical hypothesis testing

Zigmund (2003, p. 499) defines a hypothesis as "an unproven proposition or supposition that tentatively explains certain facts of phenomena, or a statement, an assumption about the nature of the world". Furthermore, he states that the "null hypothesis is a statement about the *status quo*, in that, it communicates the notion that any change from what has been thought to be true or observed in the past will be due entirely to random error" (Zigmund, 2003. p. 499). Three hypotheses are presented in order to confirm nullify the study objective, which aims to assess the impact of transformational leadership on employee engagement.

The study sought to determine whether a monotonic relationship exists between the statements that evaluate the employee engagement domain and statements that evaluate employee productivity. The study does this by running correlation tests to see if there is a statistically significant correlation exists between the variables in both domains (employee engagement and employee productivity), such that movements in either variable change in line.

The research draws from a broad hypothesis as outlined in (Table 1), deduce it to lower-level relationship stated as follows:

4.2.1 Hypothesis 1:

Null hypothesis	Employee engagement do not have effects on employee productivity.
Alternative hypothesis	Employee engagement affects employee productivity.

Table 6 presents the correlation matrix between the statements outlined in Rewards and Recognition and Job Characteristics (the employee engagement), and Teamwork (he employee productivity). As shown in the table, the strength and direction of the relationship between elements of rewards and recognition and employee productivity vary. The correlation between satisfaction with remuneration (employee engagement) and looking for a job (employee

productivity) was found to be -0.369, indicating a weak negative relationship between the variables.

The correlation between satisfaction with renumeration (employee engagement) and satisfaction with the job (employee productivity) was found to be 0.509, indicating a moderately positive correlation between the variables. Seemingly, positive correlations between statements measuring employee engagement and statements measuring employee productivity were found to be 0.6. while negative correlations are around -0.5. With the p-values = 0.00 < 0.05, the study rejects the null hypothesis of no association between variables measuring employee engagement and variables measuring employee productivity, indicating that there is an effect, and the statistical relationship exists.

***Table 6**: Correlation Matrix between statements in Rewards and Recognition [Employee Engagement] and Satisfaction and Teamwork [Employee Productivity]*

Correlations								
Statements	**Parameters**	**Rewards and Recognition**				**Teamwork**		
		I am satisfied with my remuneration.	I think the Authority has an attractive employee value proposition for me to stay.	I frequently look for a job in another organization.	I am satisfied with my Job	I get support from your colleagues	I get support from my unit level	I get support from the management
I am satisfied with my remuneration.	Correlation Coefficient	1.000	.501**	-.369**	.509**	.324**	.313**	.431**
	Sig. (2-tailed)		.501**	0.000	0.000	0.000	0.000	0.000
	N	182	.501**	181	180	182	182	182
I think the Authority has an attractive employee value proposition for me to stay.	Correlation Coefficient	.501**	.501**	-.403**	.414**	.392**	.330**	.465**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000
	N	182	183	182	181	183	183	183
**. Spearman's rho Correlation is significant at the 0.01 level (2-tailed).								

Table 7 shows an additional analysis of the correlation matrix between the statement outlined in organizational support (the employee engagement), and Job Satisfaction and Teamwork, the latter two being proxies of employee productivity. Positive correlation coefficients are commonly observed between most aspects or statements of employee engagement and employee productivity, with one notable exception being the correlation between the statements: the mission, purpose, corporate strategy, and objectives of the Authority make me feel my job important and frequently look for a job in another organization, $r = -0.257$ indicating a weak negative relationship between the variables (with p-value $=0.00 < 0.05$). The association could imply that, the feeling of importance (or lack thereof not) by the respondents on the existence of the organization, as well as its mandate, has an inverse bearing towards issues of attrition in staff.

On the contrary, while some statements relating to employee engagement and employee productivity change in the same direction, the correlation coefficients are low, falling below 0.5. Context is provided where the sense of importance derived from the mission, the purpose, the organizational strategy, and the objectives increases with the respondent's job satisfaction ($r = 0.439$) it is worth noting that the same sense of importance changes in the same positive direction with the following statements under teamwork: I get support from colleagues ($r = 0.318$), I get support from my unit ($r = 0.338$), and I get support from the management ($r = 0.402$).

With all the p-values $= 0.00 < 0.05$, the study rejects the null hypothesis of no association between variables measuring employee engagement and variables measuring employee productivity, implying that if that there is an effect between the dimensions, organizational issues in the two CHAL facilities that affect staff engagement, this will have an impact on their productivity.

Table 7: *Correlation Matrix between statements in Rewards and Recognition [Employee Engagement] and Job Satisfaction and Teamwork [Employee Productivity]*

Correlation							
Statements	**Parameter**	**Organizational support**	**Job Satisfaction**		**Teamwork**		
		The mission, purpose, corporate strategy, and objectives of the Authority make me feel my job important.	I frequently look for a job in another organization.	I am satisfied with my Job	I get support from your colleagues	I get support from my unit level	I get support from the management
The mission, purpose, corporate strategy, and objectives of the Authority make me feel my job important.	Correlation Coefficient	1.000	-.257**	.439**	.318**	.338**	.402**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	183	182	181	183	183	183

The effects of job characteristics such as the autonomy of the organization as an enabler for employees to act on their own discretion and to make their own decisions and jobs that allow employees to make own decision are assessed for their relationship with statements that explain employee productivity; correlation matrices are generated between variables. Table 8 shows how the relationship between aspects that explain job characteristics and aspects of employee productivity vary by direction and strength with very low associated correlation coefficients (ranging between -0.083 and 0.279). The aspects of autonomy under the job characteristics domain appear to influence aspects of employee productivity (job satisfaction and teamwork), as evidenced by p-values below 0.05, whereas contrasting observations are true for aspects of job characteristics that allows one to decide on their own. These observations highlight the differences that aspects of job characteristics have on employee productivity, with some having an immediate impact, others subject to a lag, whereas others having no effect at all.

Table 8: *Correlation Matrix between statements in Job Characteristics [Employee Engagement] and Job Satisfaction and Teamwork [Employee Productivity]*

Correlation									
Statements	**Parameters**	**Job Characteristics**			**Job Satisfaction**		**Teamwork**		
		The autonomy is important for me to apply discretionary effort.	I like the job that allows me to decide on my own.	I have adequate resources to do my work	I frequently look for a job in another organization.	I am satisfied with my Job	I get support from your colleagues	I get support from my unit level	I get support from the management
The autonomy is important for me to apply discretionary effort.	Correlation Coefficient	1.000	0.127	0.100	0.060	.240**	0.114	0.124	.279**
	Sig. (2-tailed)		0.092	0.184	0.424	0.001	0.127	0.098	0.000
	N	180	178	180	179	178	180	180	180
I like the job that allows me to decide on my own.	Correlation Coefficient	0.127	1.000	-0.035	0.123	0.010	-0.083	0.000	-0.024
	Sig. (2-tailed)	0.092		0.645	0.101	0.898	0.266	1.000	0.752
	N	178	181	181	180	180	181	181	181

4.2.2 Hypothesis 2:

The second research question explored the effects of transformational leadership on employee productivity. The following is the hypothesis.

Null Hypothesis: Transformational leadership has no effect on employee performance?

Alternative Hypothesis: Transformational leadership plays a significant role on employee performance.

Aspects of leadership and supervisory support are used as proxies of employee engagement and in this research, they have been assessed for their relationship with statements that explain employee productivity.

Table 9 shows that there is a negative relationship between aspects of leadership and supervisory support and the statement on staff asserting active search for jobs, while positive relationship is succinctly clear on the parameters. In general, the p-values are less than 0.05 (alpha significance level), indicating that there is evidence to reject the null hypothesis of no association between parameters, implying that there is an effect between employee engagement and staff productivity (any encounters, issues, affecting employee engagement in the CHAL health facilities affect staff productivity).

Table 9: *Correlation Matrix between statements in Leadership and Supervisory Support [Transformational Leadership and Job Satisfaction and Teamwork [Employee Engagement]*

Correlation											
Statements	**Parameters**	**Leadership and Supervisory support**					**Job Satisfaction**		**Teamwork**		
		My supervisor cares for me as a person.	My supervisor lets me know how well or badly I am doing on my job.	My supervisor cares for my growth and development	My supervisor takes the initiative to ensure that I acquire enough training so that I can carry out my duties effectively.	My supervisor allows me to make decision regarding my work.	I frequently look for a job in another organization.	I am satisfied with my Job	I get support from your colleagues	I get support from my unit level	I get support from the management
My supervisor cares for me as a person.	Correlation Coefficient	1.000	.549**	.712**	.428**	.520**	-.298**	.502**	.359**	.437**	.564**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	187	186	187	187	184	181	180	182	184	184
My supervisor lets me know how well or badly I am doing on my job.	Correlation Coefficient	.549**	1.000	.524**	.315**	.413**	-0.140	.382**	.312**	.298**	.394**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.060	0.000	0.000	0.000	0.000
	N	186	187	187	187	184	181	180	182	184	184
My supervisor cares for my growth and development	Correlation Coefficient	.712**	.524**	1.000	.544**	.546**	-.263**	.507**	.426**	.476**	.636**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	187	187	188	188	185	182	181	183	185	185
My supervisor	Correlation	.428**	.315**	.544**	1.000	.457**	-.164*	.321**	.345**	.344**	.429**

takes the initiative to ensure that I acquire enough training so that I can carry out my duties effectively.	Coefficient										
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.027	0.000	0.000	0.000	0.000
	N	187	187	188	188	185	182	181	183	185	185
My supervisor allows me to make decision regarding my work.	Correlation Coefficient	.520**	.413**	.546**	.457**	1.000	-.279**	.556**	.390**	.408**	.433**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	184	184	185	185	185	181	180	182	182	182

4.2.3 Hypothesis 3:

Null hypothesis	There are no employment factors influencing employee performance
Alternative hypothesis	Employment factors influence employee performance

A similar analysis was carried out for aspects of transformational leadership that thought to be proxies for employee engagement and were assessed for their relationship with statements that explain employee productivity. Table 10 shows that direction and the strength if the relationship between the two dimensions (transformational leadership and employee productivity) differ. The p-value for all assessed is less than 0.05 (alpha significance level), providing evidence to reject the null hypothesis of no association between parameters, indicating the existence of a bidirectional relationship.

Table 10: *Correlation Matrix between statements in Transformational Leadership [Transformational Leadership] and Job Satisfaction and Teamwork [Employee Productivity]*

Correlation										
Statement	**Parameter**	**Transformational Leadership**				**Job Satisfaction**		**Teamwork**		
		My supervisor often assigns me challenging duties	My supervisor motivates me to persevere even when I do challenge tasks	My supervisor delegate more often	My supervisor allows me to come up with innovative ideas at work.	I frequently look for a job in another organization.	I am satisfied with my Job	I get support from your colleagues	I get support from my unit level	I get support from the management
My supervisor often assigns me challenging duties	Correlation Coefficient	1.000	.340**	.364**	.276**	-0.117	.266**	.196**	.220**	.336**
	Sig. (2-tailed)		0.000	0.000	0.000	0.118	0.000	0.008	0.003	0.000
	N	182	182	182	182	181	180	182	182	182
My supervisor motivates me to persevere even when I do challenge tasks	Correlation Coefficient	.340**	1.000	.447**	.727**	-.244**	.501**	.368**	.402**	.596**
	Sig. (2-tailed)	0.000		0.000	0.000	0.001	0.000	0.000	0.000	0.000
	N	182	183	183	183	182	181	183	183	183
My supervisor delegate more often	Correlation Coefficient	.364**	.447**	1.000	.366**	-0.036	.283**	.396**	.368**	.407**
	Sig. (2-tailed)	0.000	0.000		0.000	0.633	0.000	0.000	0.000	0.000
	N	182	183	183	183	182	181	183	183	183
My supervisor allows me to come up with innovative ideas at work.	Correlation Coefficient	.276**	.727**	.366**	1.000	-.246**	.506**	.421**	.449**	.534**
	Sig. (2-tailed)	0.000	0.000	0.000		0.001	0.000	0.000	0.000	0.000
	N	182	183	183	183	182	181	183	183	183

4.3 Conclusion

Overall, it appears that a linear relationship exists between most aspects of employee engagement and aspects of employee productivity. The correlation coefficients between the parameters vary in both direction and strength, with the majority indicating a week to a moderate relationship ($r < 0.5$). By significance level, most p-values are less than 0.05, indicating strong evidence against the null hypothesis of no association between parameters, thus, the null hypothesis was rejected in all three hypotheses tested in the study

5. DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

While Chapter 4 showed and discussed the results generated from the utilised research methodology and protocols. The purpose of this chapter is to discuss the significance of the results and how they relate to the research question and literature review considered for this study.

The study outlined four objectives as follows: to study the effect of transformational leadership on employee productivity at CHAL Hospitals Lesotho, to determine the effect of employee engagement on employee productivity in CHAL Hospitals Lesotho, to determine the factors that facilitate employee engagement in CHAL Hospitals Lesotho, and to provide recommendations to enhance employee engagement in CHAL Hospitals Lesotho. Three hypotheses were tested, and the research proposition has been tested against the findings to evaluate the research problem statement.

5.1.1 Examining the Research hypothesis 1:

Employee Engagement and Productivity

In this section, the research explores the importance of employee engagement in explaining the organizational productivity.

Literature posits that, job satisfaction has a high degree of boosting employee self-motivation, which will lead to high levels of engagement (Rossato, 2008). The results of this study revealed that, the correlation between satisfaction with remuneration (a source of motivation under employee engagement) and looking for a job (employee productivity) was, $r = -0.369$, indicating a weak negative relationship between the variables. In contrast, the correlation between satisfaction with renumeration (employee engagement) and satisfaction with the job (employee productivity) was $r = 0.509$, indicating a moderately positive correlation between the variables.

The study conducted by Miah (2018) supports the above findings that. Job satisfaction is a positive feeling that can be expressed in the activities that one performs. As a result, organizations should realize a significant contribution of motivated and satisfied employees towards an organization's long-term goals and objectives. Chandani et al

(2016) further adds that organizations should recognise and respond to the expectations and needs of the employees to keep employees motivated.

To provide context, the research notes that about 49% of the respondents who constitute the majority, stated that they were not motivated, which was corroborated by approximately half of the respondents stating that they were given challenging duties; asserting being given challenging duties. About 58% stated that they could be innovative at work, with the latter being the trigger for competitiveness, efficiency of resources and improved retention. The study expressed that motivation influences performance at individual and group level ultimately affecting the organizational performance (Chandani et al 2016; Miah 2018). This objective of increasing motivated and satisfied workforce can be achieved by creating conducive work environment that promotes employee`s personal growth and development (Saks 2006).

The findings of a study conducted by Gujral and Jain (2013 p. 217) confirms that "organization's leadership and planning, job role, rewards and recognition are strong drivers of employee engagement in organisations". It implies that employees should understand of their role. Satisfaction leads to high engagement; therefore, it will be highly important for CHAL hospitals to match their goals with their individual employee's goals so that they can feel satisfied with their jobs. According to Chandani et al (2016) employees with higher self-efficacy are likely to be more engaged and have higher temperament to put extra efforts and energy when executing their duties.

5.1.2 Examining the Research hypothesis 2:

Transformational Leadership

In this section, the research explores the importance of transformational leadership in achieving employee engagement and organisational productivity.

The findings in assessing this hypothesis were referred to Sirota's (2005) framework of employee engagement in addressing what leaders should do in order to achieve employee engagement, what employees are looking for in an employment, how employee would react to bad or good leadership practices of the organisation and how would the reaction impact on the business performance .

Additionally, the studies of (Alimam 2017 ; Gustomo 2015) confirm the framework in affirming that good leadership practices impact positively on the performance of the business, proving its great deal on building trust between organisations and its employees. This research indicates that transformational leaders enhance employee engagement by encouraging a sense of passion for work as well as the employee's capacity to think autonomously, cultivate new ideas, and challenge creativity when business practices are no longer relevant (Kumar et al .,2017).

While motivation as an aspect of transformational leadership exhibited a positive relationship with a statement assessing productivity ($r = 0.305$, $r = 0.386$), the results noted the existence of the relationship (p-value $= 0.000 < 0.05$) the results however, noted existence of the relationship. This was not surprising given that an evaluation of the same statement revealed that, while the observation was positive, the relationship was very low. The results of the study revealed that there is an effect of transformation relationship on employee productivity. As a result of these findings, the study rejected the null hypothesis and accepted the hypothesis.

While these findings do reflect relationships, they demonstrate the effect of transformational leadership on employee productivity, and thus transformational leadership influenced employee productivity. Furthermore, the study, assessed transformational leadership in the following areas: motivation, delegation, mentoring and coaching to increase organizations productivity through employee`s performance. The findings indicated a positive but low impact of these aspects on productivity, leaving room for the hospitals to improve their leadership.

The results of the study also revealed that majority of the employees agreed that the autonomy is important for their discretionary effort, as well as their appreciation for the job that allows them to make their own decisions. These complement transformational leadership behaviour. The study adds to the findings of Bass (1990), who discovered that transformational leaders allow employees to make decisions about their work.

Furthermore, the empirical findings of the study confirmed previous studies that transformational leadership behaviours increase engagement at work and motivate employees to go the extra mile for organization (Hamman, 2012; Rossato, 2008; Watts, 2017; Woodcock, 2012). In addition, literature has shown that when leaders practice transformational leadership, they listen to and take note of their employees' needs, they understand and encourage employees' personal development and they allow their employees to express themselves freely (Watts, 2017).

Furthermore, the findings of a study are in line with two studies conducted by Avolio and Gardner, (2005) and Kark and Shamir, (2013), where they found that when leaders show support and understanding, employees are more likely to be interested in and engaged in their job tasks rather having unnecessary uncertainties. Furthermore, they are more likely to become more committed and to experiment new and innovative ideas. An employee's sense of belonging enhances their competence, and their perceptions of personal responsibility, these are likely to increase their intrinsic motivation (Avolio et al., 2004).

Furthermore, the results of the study revealed several practical implications: to begin with, the findings indicated a need for more transformational leaders in these healthcare facilities. Since transformational leadership has been shown to be moderately and positively related to the employee's commitment and satisfaction, managers should strive to improve transformational leadership aspects in order to improve organizational performance. Secondly, by applying transformational leadership to individuals at all levels of an organization for betterment of organizational performance.

Seemingly, other studies (Bass & Avolio 1990; Erkutlu 2008; Pounder, 2003) have shown that transformation leadership can be used to improve employee engagement. Subsequently, by applying transformational leadership to individuals at all levels of an organization, organizational performance can be improved. There have also been other studies conducted to confirm that transformational leadership can be used to improve employee engagement (Bass & Avolio 1990; Erkutlu 2008; Pounder, 2003).

5.3 Examining the Research hypothesis 3

Employee Engagement

The results of the study suggest that, there is a positive relationship between employee engagement and the factors of employment. The findings are confirmed by Patro (2013) in his study he supports that there is a positive relationship between factors of employment and organizational performance outcomes. Consequently, employment factors do affect employee performance because they set foundation to which employees could implement the organizational mandate/ mission/ corporate strategy and objectives.

The results of the study show that, resource adequacy (r=0.427) has an impact on how employees perceive the importance of their job roles. The implementation of the organizational mandate depends highly on the adequacy and availability of resources. Again, for employees to realize the benefits, management should have an appealing employee value proposition in order to retain them for their retention and to favour the organization . The literature has shown that employee engagement is closely related with organizational performance outcomes and further showed the significance impact of employee value proposition on the organizational performance (Patro, 2013; Markos & Sridevi 2010).

The results of the study show that about 52% of the employees agree that there is no attractive value proposition for them to stay, hence there is a high number (55%) of employees who seek employment in other organizations. Furthermore, approximately half (50%) of the employees believe that they do not have enough resources to do their job. Both factors (positive employee value proposition and adequate resources to complete the job) have a high impact on job satisfaction, which in turn affects employee performance.

Seemingly, the study found that high turnover, a poor feedback system, and a lack of planning capacity are among the issues affecting the performance of CHAL healthcare facilities, which are supported by the discovery of a lack of adequate resource and an attractive employee value proposition. Furthermore, the results from the study showed

that 55.4% of the employees disagree that they receive support from the management. Support of the management is very crucial to the performance of the employee.

These findings further addressed the study objective that was to determine the factors that facilitate employee engagement in CHAL Hospitals. These findings are consistent with Sirota's theoretical point of view on employee engagement, which depicts the antecedents "trait engagement, work characteristics, leadership, trust and organization vision, mission, goals, strategy and competitive" as the main influencers for employee engagement (Nienaber & Martins, 2014 p.5).

Literature supports the importance of employee engagement and identifies the most important factors for creating a highly engaged workforce as aligning organizational leadership with organization strategy, empowering employees, promoting, and encouraging teamwork and collaboration, assisting employees in growing and developing, and providing support and recognition where appropriate (Datche & Mukulu, 2015; Markos & Sridevi, 2010; Poisat, 2007).

These effects could be the result of the leadership and management practices outlined in Sirota's (2005) model of Employee Engagement and Framework of Factors and Outcomes of Employee Engagement (Patro, 2013). As a result, the literature review confirms the results of this study that, the following engagement drivers (leadership, job satisfaction, recognition, and rewards) have a significant impact on influencing employee engagement to deliver positive organizational outcomes (Patro, 2013). This is also supported by a study conducted by Markos and Sridevi (2010), which identified employee engagement drivers as elements encouraging effective leadership to promote high employee engagement.

The above results, as well the literature review, support the notion that transformational leadership has an impact on employee engagement (Datche & Mukulu, 2015; DDI, 2005; Markos & Sridevi, 2010; Patro, 2013; Poisat, 2007; Sirota, 2005).

5.4 Frameworks

The framework of this study is the combination of two employee engagement frameworks from (Macey and Schneider 2008 & Sirota 2005. These models are carefully chosen based on the needs fit consideration of the problem statement of the hospitals that are being evaluated. In this research, the framework of Sirota takes place as the key driver of employee engagement while the framework of Macey and Schneider takes place for helping to assess the level of engagement. Pawar (2018) points out that employee engagement depends on trust, uprightness, two-way responsibility and correspondence between an organization and its individuals.

Additionally, Kumar et al (2017) builds on that employee engagement frameworks add value to the odds of business achievement while Kusuma & Madasu (2015) agrees that application of employee engagement and leadership frameworks also add value to the organizational extraordinary execution, profitability, and prosperity. These frameworks are used to measure important actionable aspects of the leadership and work environment that led to higher employee engagement (Albrecht et al., 2015). Furthermore, they are used to describe employees' preferences of their work conditions and relevant leadership practices for assessing the conditions that provide for engagement (Boso et al., 2017).

The results of this study correspond to the three research questions and confirm that different levels of organizational service delivery within the organization are interconnected. Moreover, while the study cannot draw fundamental conclusions and must only interpret the findings from a correlation perspective, these findings appear to support well know modes within occupational and personnel psychology, in which engagement can be influenced by the drivers of employee engagement and engagement framework(Sirota, 2005;Macey & Schneider, 2008, p.6). The engagement framework demonstrates the interconnectedness of different levels in the organization, proving that that transformational leadership is linked to collective organizational engagement (Colbert et al., 2014; Macey &Schneider, 2008; Nienaber & Martins, 2014)

The study has shown that the research domain appears to unfold how engagement is conceptualized at the leadership and follower levels, as well as the antecedents of employee engagement, emphasising the importance of ethical conduct at the

organization level. Furthermore, the results highlight the importance of the relationship between organizational leadership practices and individual levels of job engagement. In this sense, leadership is regarded as the primary factor influencing organizational performance (Colbert et al., 2014).

Seemingly, the results of the study findings then suggest that transformational leadership has impact on the individual and organizational performance, as well as shaping perceived employee engagement (Besieux et al., 2018).

5.5 Conclusion

The purpose of this chapter was to discuss the findings of the data from the empirical study. These findings were used to quantitatively measure the relationship between the independent and dependant variables, and to evaluate the impact of transformational leadership aspects had on employee engagement in CHAL hospitals.
The study's findings revealed a positive but low to moderate relationship between transformational leadership style and employee engagement.

The literature review confirmed the need for more transformational leadership when organizational change is desired, as well as a link between transformational leadership and employee engagement. The results of the study revealed a positive but low to moderate relationship between transformational leadership style and employee productivity.

From the investigation of two frameworks that were applied, proposition and practical implications have firmly confirmed the significance of engagement as a business practice. The findings of the study were analysed using these frameworks to emphasize different drivers of engagement that would keep the employees engaged, motivated, and inspired resulting in positive outcomes for the business. The study proved that organizational leadership need to build a complete knowledge and approach of how organisational practices, work environment, reward system, learning opportunities are all interrelated (Barrick et al., 2015; Kusuma & Madasu 2015 & Hinzmann, 2019).

6. SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

This chapter will focus on what the study intended to study, taking into consideration the literature review, data analysis, results of the study, and finally addressing the research hypothesis and propositions. In addition, the study will summarize to draw a conclusion on the findings, identify the limitations of the study, and make recommendations for the future research studies.

6.1 Summary

The main objective of the study was to evaluate the impact of transformational leadership on employee engagement at Christian Health Association of Lesotho hospitals. The study aimed at determining the extent at which transformational leadership has an impact on employee engagement and the direct impact it has on the overall performance of the organization. The Lesotho Health Systems Assessment conducted in 2010 and subsequent assessments revealed that health service delivery is generally low in both GOL& CHAL health facilities (Ministry of Health, 2016; Mwase et al. 2010). The findings of the assessments indicated, among other things, low levels of employee engagement, low planning capacity, inadequate supervision, oversight of responsibilities, and a disconnected feedback system, whereas the Human Resources annual report revealed a high staff turnover, a high rate of disciplinary cases, and a lack of supervisory reports (HRM annual report, 2018/2019).

These findings indicate the high rate of demotivation of staff and low morale. To deliver services effectively and efficiently, a high morale and motivated workforce is imperative. Managers and employees achieve better results when they understand each other and work towards a common goal. To address the problem stated above, the researcher developed three research questions, hypotheses, and propositions to evaluate the identified gaps in the literature and the hypotheses that tested in this study. This section describes how the results address the problem statement, correspond to the objectives, and relate to the theoretical framework used in the study.

The organization that trends to achieve their goal has become focusing more on developing their people (Boerner at. al., 2007). More recent research studies have

confirmed that employee engagement is one of the most important factors in increasing organizational performance, and that leadership is the primary driver influencing employee engagement (Ayers, 2015). Literature has shown that employee engagement is important for organizations that want to improve their performance, and it has consistently been linked to higher levels of employee productivity and well-being (Datche & Mukulu, 2015; Gavrea et al., 2011). Furthermore, it has been established that disengagement manifests itself as low productivity, high staff turn-over and a decline in adherence to organizational polices and regulations (Ayers, 2015).

Most importantly, the literature demonstrated the importance of effective leadership in directing organizations, defining clear mission, vision, and strategies for the organizations to influence and inspire the employee's commitment and trust (Gavrea, et al, 2011). The studies confirmed that poor management and leadership lead to employee disengagement and that an organization's service delivery should be systematically traced, interpreted, and improved on a regular basis to demand (Gavrea et al, 2011; Rastogi, 2018).

Furthermore, the literature demonstrated that introducing transformational leadership, providing training and supervisory support, attending to employees' needs, and implementing a proper feedback system could improve employee engagement (Schaufeli, 2010). Transformational leadership can improve employee's performance, motivation, and morale by implementing a variety of mechanisms. These mechanisms would include connecting the employee's sense of identity to the organization's identity. Inspire employees to take more responsibility for their work. Recognize the employee's strengths and weakness and assist them in improving. Understand the strengths and weaknesses of the followers and help them improve (Odumeru & Ogbonna, 2013).

For interpreting empirical research, the researcher employed two appropriate frameworks. (Nienaber & Martins, 2014) Sirota's model of Employee Engagement (Nienaber & Martins, 2014) and the Engagement Framework (Sirota, 2005). The research knowledge gap for this study came from the research conducted on this topic or any related topic. Nonetheless, a literature review on similar studies conducted

elsewhere was used to support the study and analyse the impact of transformational leadership on employee engagement.

This study ensured that Wits Human Research/ Non-medical ethical principles, as required by the University of Witwatersrand clearance committee were followed in terms of respect for persons, and social justice, as a result, all participants were informed about the purpose of the research and given to the option to participate with their consent (see Appendix 1.1). Participation was voluntary and the study participants could withdraw from the survey at any time without punishment. No identifiable information of the participants was required and collected. An application was submitted and approved by the Wits Ethical Committee prior to the collection of any data. Collected data was secured in a computer protected by a password.

The target population in this study were the employees of two CHAL Hospitals, Paray Mission Hospital and Seboche Mission Hospital. The researcher employed a quantitative research approach and used an online questionnaire was administered via survey data and it was used to collect data. Of the 440 employees, the sub-population was 187 permanent employees at the two hospitals combined. The respondents would remain anonymous for the purpose of confidentiality protection of their information provided. Descriptive and inferential statistics were used to produce the results of the study.

Data analysis was done using the SPSS and Microsoft Excel. The findings of this study rejected the null hypotheses stating that transformational leadership has no effect on employee performance and accept the proposition that transformational leadership enhances employee performance and lead to an increase in individual productivity.

6.2 Conclusion

The purpose of this study was to investigate the extent to which transformational leadership influences employees' engagement at hospitals, as well as the direct impact it has on the hospital's overall performance. Furthermore, was to analyse and draw conclusions about the impact of transformational leadership on employee engagement based on the empirical results. On the influence of leadership characteristics on

employee engagement, the true motivation and benefit of this study was to contribute to social entrepreneurship research by assisting CHAL hospitals in developing strategies that could be implemented to improve levels of engagement and overall service delivery.

Furthermore, the inspiration for conducting this study was that CHAL Hospitals are seeking for a consistent way and means of improving their service delivery and effectiveness. This is done with the intent of exploring the current and new focus on the aspects influencing employee engagement levels deploying new intervention strategies for improvement. The studies have shown that, improved service delivery results from improved product/services, process, and technology, but most importantly from the contributions of highly engaged employees. (Poisat, 2006; Ray, 2003; Rossato, 2008).

Transformational leadership was also found to be an effective leadership style, and managers and supervisors should adopt some of its behaviours to improve the employee's commitment and engagement to do their duties (Poisat, 2006 and Rossato, 2008). The aim of the study was achieved through the analysis of which leadership aspects were found to be the primary driver of employee engagement (Boerner et al., 2007). However, the questions have been designed to determine whether hospitals will engage in an employee engagement exercise by responding to the following questions:

1. What effects do employee engagement have on employee productivity?
2. Does transformational leadership have effect on employee productivity?
3. What are the employment factors influencing employee's performance?

This study addressed these questions by evaluating the relationship between the 'transformation variables and employee engagement' and the impact of 'transformational leadership on employee engagement. Transformational leadership aspects were found to be positively related with employee engagement; however, managers in CHAL hospitals must demonstrated more visible strategies to develop an attractive value proposition in order to achieved higher levels of engagement and reduce high levels of employee turnover.

The following three transformational leadership attributes of inspirational motivation; leadership & organization support, teamwork, rewards, and recognition have been found to confirm the studies of Besieux, at al. (2018) , Poisat (2006), and Rossato (2008), by bearing highly significant and positively related results with employee engagement. This suggests that improving each of the transformational leadership aspects in CHAL hospitals will motivate employees and lead to higher levels of productivity.

These aspects of job satisfaction (decision making, autonomy and discretionary powers and adequate work resources) were found to be low in the hospital's practices, indicating that improving transformational leadership characteristics will lead to an increase in job satisfaction. However, these factors may on the other hand indicate suppression of transformational leadership because employees may not perceive their managers as involving them in decision making processes, delegating of authority over their work tasks, and promoting their professional development.

Based on the results of the study, the researcher suggests that the hospital establish well-defined goals to improve the transformational leadership behaviours of CHAL hospital management. This may include developing a compelling vision for their hospital's future, setting attainable goals, coaching, and mentoring different employees at different levels employees. The purpose of this study was to assess the effects of transformational leadership on employee engagement at CHAL hospitals in order to improve employee performance. However, there is still a need for the hospitals to work hard to create an organizational climate that is conducive to employee growth and development.

This chapter of the study concludes with recommendations for employee engagement and organizational performance from (Datche & Mukulu, 2015; Johnston, 2007). They recommend that an organization's stated mission and vision, as well as a sense of alignment with its practices, instil a strong personal desire and commitment to achieving the organization's shared objectives.

6.3 Limitations

i. Data collection

The method of data collection and the tool used to collect data are the first limitations of this study. Voluntary participation may have prompted people who are already performing well to participate, which may characterize a distinct subset of the actual working population.

ii. Participants:

Participants who were more motivated and engaged than the general working population may have been more willing to participate and may have been more conscientious or helpful, thus their willingness to participate. This could have resulted in inflated ratings on dimensions such as trait or state of engagement and perception of organizational leadership, which could have resulted in range restrictions on such measures of the Health facilities.

The independent analysis was not conducted between the hospitals; rather, the analysis included both institutions as if they were in the same setting and under the same institutional governance. The independent analysis could have aided the researcher in conducting a more in-depth investigation based on the situational setting and practices affecting the individual institution, which may not be comparable to the other. It was impossible to avoid a difference in setting between the two institutions. As a result, leadership is primarily influenced by context, background, and other personality traits.

iii. Time:

Due to the time constraints imposed by Covid-19 on health care workers, the time allotted for data collection was insufficient. The health workers were subjected to increased workloads and schedules, which prevented most of them from participating in the study. Furthermore, the data was collected during the Christmas holiday season, when some of the employees had already begun their vacation; thus, those who were already on vacation were unable to participate in the study. Because of this limitation, the intended number of participants was reduced, and the study received 187 participants rather than the anticipated 260.

iv. Participant`s employment level

Because the employee engagement study included both managerial and non-managerial positions, the direct correlation between the two variables was not relevant. It would be ideal to conduct a separate analysis that covers all levels. Furthermore, the study suggests further research into the level of engagement among employees in managerial and non-managerial positions separately.

v. Questionnaire

The limitation in filling out the questionnaire was due to the data collection tool used, as some of the participants did not respond to all of the questions, resulting in imbalances in the comparison and rating of the highest score between the variables. Because this type of tool which does not allow for data cleaning, some questions received 183 responses while others received 188 responses. For comparison purposes, it would be ideal to have the same number of responses to all the questions. Another limitation of the online questionnaire was the availability and accessibility of the service providers network in these areas, which affected the number of responses as well.

vi. Correlation

The researcher's questionnaire design did not test the relationship between the variables prior to the data collection design stage, which is a limitation in this study. Whether or not there is a correlation, not testing variable correlation affects the conformity of testing. As a result, the research suggests that future studies questionnaire design test the correlation of the variables during questionnaire administration.

6.4 Recommendations

This study focused on identifying participants in two CHAL hospitals in Lesotho's healthcare arena. This research study provides several opportunities for future research. The one opportunity identified is to broaden the study population to include all CHAL hospitals. This study focused on identifying participants in two CHAL hospitals in Lesotho’s healthcare arena. Increasing the population size will provide a more comprehensive picture of the impact of transformational leadership on improving employee engagement and organizational productivity. Expanding the population will

necessitate an increase in sample size, which may aid in the generalization of results. (Field, 2013).

The study only looked at the impact of transformational leadership on employee engagement; other types of leadership can also be studied to see how they affect engagement and performance.

The long-term viability, likelihood, and effectiveness of transformational leadership and other leadership styles can further be evaluated in terms of both employee motivation and performance outcomes, to determine their strengths and potential limitations in increasing employee engagement.

To recognize the significant amount of research conducted in these two hospitals, the researcher recommends that a countrywide factor analysis study be conducted at all health facilities. It is also suggested that more research be conducted on the effect of mentoring, coaching, and career development support from management as an additional motivator for employee engagement in Christian Health Association of Lesotho.

Furthermore, the study recommends the following strategies for improving employee engagement, leadership skills and organizational culture. Firstly, institutions must recognize that performance improvement is a process that requires the commitment of the entire organization, including top, middle, and lower management levels, as well as all members if the staff.

The key to increasing employee engagement is to have a motivated workforce and a clear understanding of the employee's expectations as well as what motivates them individually and collectively as groups. The results of the study revealed that employees value jobs that allow them, to make their own decisions. As a result, management should involve employees in goal setting and decision-making processes to increase their participation and a sense of responsibility in achieving of organizational goals and objectives.

The implications of the research results also suggest that hospitals develop a program that focuses on the needs and concerns of the employees while also enhancing their

creativity and innovative abilities and creating a safe and secure work environment. As a result, hospitals will gain proactive employees, which will have a positive effect on their overall performance.

The study also suggests a performance management system that effectively rewards, recognizes, and appreciates the contribution that employees make in hospitals, and their needs for development in a positive and consistent manner. In this case, providing employees with opportunities for career development and advancement would be ideal. An environment that encourages teamwork and knowledge sharing for employees to identify themselves within the organization.

Lastly, the study should apply organisational leadership to inspire and persuade employees to work towards a common purpose that is meaningful and significant to the hospital`s objectives. Therefore, this study recommends that the hospital managers should link the creation of an inspiring strategy with actions that will ensure activities executed are focused on achieving the objectives set forth for the hospitals. To ensure these it is imperative that they combine hospital resources with a clear focus on strategic objectives critical to the service delivery of the hospitals and should support all managers to maximize collective employee engagement, which, in turn, would increase the hospital’s potential growth and survival in a progressively competitive environment.

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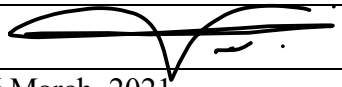
Appendix 1.1: Data collection instrument(s)

Consent form for research participation: Confidential

I, ……..., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I agree to the following:

(Please tick the relevant options below).

	✔	✘
I agree that my participation will remain anonymous		
I agree that the researcher may use anonymous quotes in his / her research report		
I agree that the interview may be audio recorded		
I agree that the information I provide may be used anonymously after this project has ended, for academic purposes		

Title of Thesis	The impact of transformational leadership on employee engagement at Christian Health Association of Lesotho hospitals
Name of researcher	Vitalina `Mamello Doti
Signature	
Date	31st March, 2021

PART 1: DEMOGRAPHIC QUESTIONS

What is your gender?

Male

Female

What is your date of birth?

Day / Month / Year

What is your current marital status?

Single

Married (or with long-term partner)

Divorced/separated

Widowed

PART 2: Survey questions

	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
Leadership and supervisory support					
My supervisor cares for me as a person.					
My supervisor lets me know how well or badly I am doing on my job.					
My supervisor cares for my growth and development					
My supervisor takes the initiative to ensure that I acquire enough training so that I can carry out my duties effectively.					
My supervisor allows me to make decision regarding my work.					
Transformational Leadership					
My supervisor often assigns me challenging duties					
My supervisor motivates me to persevere even when I do challenge tasks.					
My supervisor delegate more often					
My supervisor allows me to come up with innovative ideas at work.					
Recognition & Rewards					
I am satisfied with my remuneration.					
I think the Authority has an attractive employee value proposition for me to stay.					
Organizational Support					
The mission, purpose, corporate strategy and objectives of the					

Authority make me feel my job important.					
Job Characteristics					
The autonomy is important for me to apply discretionary effort.					
I like the job that allows me to decide on my own.					
I have adequate resources to do my work.					
Job satisfaction					
I frequently look for a job in another organization.					
I am satisfied with my Job					
Teamwork					
I get support from your colleagues					
I get support from my unit level I get support from the management					

Thank you for participating in the survey.

Appendix 2.1: One-page bio of the researcher including declaration of interest in the research and funders, if any

The researcher of the study is `Mamello Vitalina Doti. She is currently pursuing Master's in Business Administration at Witwatersrand University. She has completed Post Graduate Diploma in the University of Free State in 2019. She obtained her Hons Degree (B-Tech) in Central University of Technology Bloemfontein in 2011. She is also holding a Diploma in Financial Management obtained from Damelin College in 2001 and Diploma in Business Administration obtained from the Institute of Business Management in 2005.

The researcher is currently employed by Paray Mission Hospital in the capacity of a HR and Projects manager. She is having a 15 years' experience of working in the health care fraternity. She is goal oriented and passionate about building Organizational Leadership. Enjoys directing projects that improve business proficiency and she is committed to build her continuous leadership learning journey.

The aim of this study is to fulfil the requirements of the Master of Business Administration requirements of conducting an applied research projects as part of the programme. Therefore, this is to confirm that the researcher has got no commercial gain or sponsorship from any organization, institution or any person as a gain or benefit of conducting this research. The researcher confirms that will always strive to maintain the highest ethical standards in the study in accordance with the ethics guidelines of University of Witwatersrand.

The researcher will provide necessary information about the objective of conducting this research. The participants will be provided with all the necessary information regarding the purpose and use of the information collected. Participation to the study is voluntary and the respondents are provided with the voluntary participant consent form to ensure freedom of respondent`s participation.

Appendix 2.2: Ethic documentation

UNIVERSITY OF THE WITWATERSRAND JOHANNESBURG

SCHOOL OF GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE **PROTOCOL NUMBER WBS/BA2281749/356**

PROJECT TITLE Transformational leadership and employee engagement at CHAL hospitals in Lesotho

INVESTIGATOR Ms Mamello Doti

SCHOOL/DEPARTMENT OF INVESTIGATOR MBA (Social Entrepreneurship Project)

DATE CONSIDERED 24 November 2020

DECISION OF THE COMMITTEE Approved unconditionally

RISK LEVEL MINIMAL RISK

EXPIRY DATE 30 JUNE 2021

ISSUE DATE OF CERTIFICATE 15 December 2020 **CHAIRPERSON** _____
(Dr MDJ Matshabaphala)

cc: Supervisor: Mr Malatji

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I fully understand the conditions under which I am are authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee.

Signature **Date** 16/03/2021

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

Appendix 3.1: Dully filled in data collection instrument(s)

PARAY MISSION HOSPITAL
Thaba Tseka
P.O.Box 2
550

29/10/2020

Dear Madam,

RE: PERMISSION TO CONDUCT A RESEARCH STUDY AT PARAY MISSION HOSPITAL LESOTHO.

This is to confirm that your request to conduct a research study (Thesis) at Paray Mission Hospital on the following research topic: (The evaluation of the impact of Transformational Leadership on Employee Engagement at Paray Mission Hospital) has been granted.

As per your application the Hospital has become aware that the study will be conduct for the purpose of your thesis as the requirements for completing your Masters' in Business Administration at the University of Witwatersrand.

It has also been fully noted that gathering of the information from the employees will follow the ethics & procedures laid down by the University Human Research Ethics Committee (Non-Medical). In the light of the above information the hospital will assist you to get the necessary information you may require.

Kind Regards,

Sr. Clara Rakhomo
Hospital Administrator

PARAY MISSION HOSPITAL
29 OCT 2020
P.O. BOX 02, Thaba-Tseka 550
Phone: 56600126 and 63338044
SIGNATURE.....

Address: St. Charles Mission
P.O. Box 304, Botha-Bothe 400
Website: www.sebochehospital.org
Email: info@sebochehospital.org
Phone: +266 5200 0200/7/8
+266 5886 0886
+266 2200 6475
Fax: +266 2262 2453 7

Dear Madam,

RE: PERMISSION TO CONDUCT A RESEARCH STUDY AT SEBOCHE MISSION HOSPITAL LESOTHO.

This is to confirm that your request to conduct a research study (Thesis) at Seboche Mission Hospital on the following research topic: (The evaluation of the impact of Transformational Leadership on Employee Engagement at Seboche Mission Hospital) has been granted.

As per your application the Hospital has become aware that the study will be conducted for the purpose of your thesis as the requirements for completing your Masters' in Business Administration at the University of Witwatersrand.

It has also been fully noted that gathering of the information from the employees will follow the ethics & procedures stated by the University's Human Research Ethics Committee (Non-Medical). In the light of the above information the hospital will assist you to get the necessary information you may require.

Kind Regards,

Sr Imelda Lekhanya

Hospital Administrator