

**Comparing the relationships of employee and customer focused
leadership behaviours on employee engagement**

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Abstract

Positive levels of employee engagement can be an organisation's sustainable competitive advantage. Engaged employees not only save the organisation money in terms of recruitment costs, but make the organisation money through increased productivity, sales, and quality of product. While much research has been conducted on the positive relationship between transformational leadership and employee engagement, this research goes further to understand whether there are merits to contextual leadership behaviours.

The study aimed to test if significant relationships exist between employee engagement and perceived transformational and service leadership behaviours. Furthermore, the contextual nature of these relationships would be unpacked to better help organisations target specific training interventions for managers to develop relevant leadership behaviour.

Quantitative research methods were used to test the hypotheses. A cross-sectional self-questionnaire was used to collect data. A final sample size of 165 participants was utilised for the analysis. The hypotheses were tested using correlation and regression analysis.

The study found that significant positive relationships exist between employee engagement and perceived transformational and service leadership. Furthermore, the employee engagement relationship with perceived transformational leadership was found to be consistent across sectors, whereas service leadership was found to be contextual. This study thus contributes to the literature in the fields of employee engagement and leadership.

Keywords

Employee engagement; service leadership; transformational leadership; leadership behaviours

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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01 December 2020

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1. Chapter 1: Introduction to the research problem

This study explored the impact of leadership behaviours on employee engagement within South African organisations. The well-researched transformational leadership behaviour, which focuses on the employee to perform beyond expectations, and known to have a positive impact on employee engagement, is juxtaposed to service leadership. In a more recent study by Nielsen, Boye, Holten, Jacobsen and Andersen (2019) the authors confirm the prominence of transformational leadership and its positive impact on the levels of employee engagement. Furthermore, evidence of the positive effect that transformational leadership has on the level of employee engagement can be found across the literature (Alban-Metcalfe & Alimo-Metcalfe, 2000; Kovjanic, Schuh & Jonas, 2013; Tims, Bakker & Xanthopoulou, 2011). Service leadership, which focuses on delivering quality customer service (Zheng, Graham, Epitropaki & Snape, 2020), is emerging and research is still in its infancy, and there is a requirement that has been identified by Bakker and Demerouti (2017) to build on existing leadership literature beyond transformational leadership.

This research intends to contribute to the literature and further inform leaders in organisations on leadership behaviours that contribute positively to employee engagement.

1.1 Introduction

Organisations today would be willing to invest a substantial amount in a strategy that would improve their business competitiveness. Schaufeli, Bakker and Salanova (2006) define employee engagement as a persistent positive work-related state that results in vigour, dedication and absorption often resulting in increased organisational performance. In today's fast-changing world much of the research encourages building dynamic capabilities (Agwunobi & Osborne, 2016; Jurksiene & Pundziene, 2016; Ko & Liu, 2017) as a competency or capability of competitive advantage. However, a talented workforce alone is not enough even with dynamic capabilities, but rather employees need to be engaged to ensure increased productivity (Lawler, 2011). The author, Lawler (2011), highlights the importance of developing executives and leaders throughout the organisation if the organisation is serious about making human capital its competitive advantage. Much of the research has focused on the positive impact of transformational leadership behaviours on

employee engagement (Judge & Piccol, 2004). Bakker and Demerouti (2017) argue that there is a need for other models of leadership to be researched on the effects they may have on the levels of employee engagement.

A report by Kelly, a division of the Kelly Group, highlights that low levels of employee engagement in organisations have shown to result in inferior business performance when compared to those organisations with an engaged workforce (Kelly, 2020). The report further unpacks the condition of employee engagement in the context of South Africa (SA). In SA, at least 91% of employees are not engaged, and 67% of those employees attribute their lack of engagement to the failures of their leaders. These numbers further highlighting that even in South Africa, leaders and their subsequent behaviours have a significant role to play in whether the resulting levels of engagement of employees is impacted positively or negatively.

Employee engagement, as defined by Kahn (1990), is the employment and expression of a person's behaviours - at varying degrees of self which can be physically, cognitively and emotionally - in the responsibilities they perform. Thus, it is not surprising that leadership behaviours play such an essential role in influencing the level of employee engagement. Various studies have concluded that transformational leadership, where the leader places emphasis on motivating employees to perform beyond their expectations (Yukl, 2013), has been effective at encouraging positive levels of engagement from employees (Kovjanic et al., 2013; Nielsen et al., 2019; Tims et al., 2011), at least when compared to transactional leadership. Whittington, Coker, Goodwin, Ickes and Murray (2009) define transactional leadership as a leadership behaviour that promotes the exchange of something of value, economic or psychological, with an employee. The nature of - transformational and transactional leadership - these leadership behaviours, where the focus is on the employee, makes them employee-oriented leadership behaviours.

Service leadership, where leaders promote commitment to service and quality delivered to the customer (Zheng et al., 2020), on the other hand, can be classified as customer-oriented leadership behaviour. This leadership behaviour is ideal for the service context and receiving increased attention across literature (Hong, Liao, Hu & Jiang, 2013; Jiang, Chuang & Chiao, 2015). There is limited literature on the association of service leadership to employee engagement and how that compares

to a successful employee-oriented leadership style, such as transformational leadership (Bakker & Demerouti, 2017).

1.2 Background to the research problem

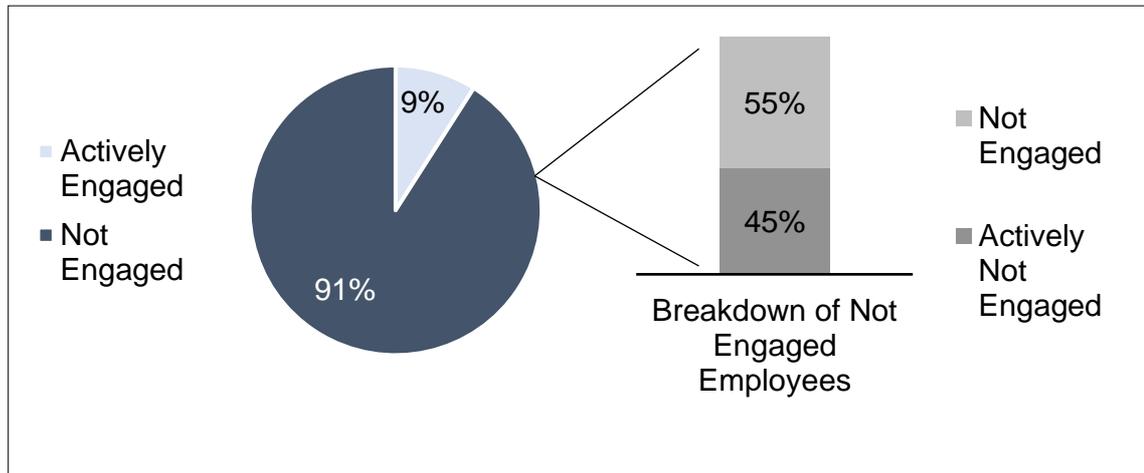
Engaged employees in organisations are increasingly viewed as a competitive advantage (Eldor, 2020; Kumar & Pansari, 2016), as more and more studies associate this to higher productivity, increased sales, improved product quality and superior customer satisfaction. Many drivers affect the level of employee engagement, with extensive research conducted on the role leadership plays suggesting that this is a worthy driver of interest to many.

A report by Harter (2018), published by Gallup, highlighted that employee engagement in the United States of America (USA) is increasing and at an all-time high of 34%, even with this, the percentage of employees not engaged was 53% and a further 13% classified as actively not engaged. Employee engagement is known to improve business performance (Kumar & Pansari, 2016), placing a great deal at stake and presenting opportunities for those organisations that can get this right. Organisations thus face an uphill battle to try and improve the levels of employee engagement, evident from the low levels currently achieved per the report. To put this in context, organisations in the U.S. have at least 66% of their employees not engaged with 13% claiming to have unpleasant work experiences - engagement in this instant is defined similarly to Kahn (1990) as being cognitively and emotionally connected to their work and workplace. Not engaged is defined as employees who are not cognitively and emotionally connected to their work or workplace, with actively not engaged defined similarly to not engaged with a difference in that these employees actively express their dissatisfaction. The level of engaged employees has over the last 20 years ranged from 26% to 34%, an increase of 8% in 20 years. If these historical trends are anything to go by, a lot of work is required to improve the state of employee engagement.

This situation does not improve when looking specifically at organisations in SA. The Gallup survey, as interpreted by Kelly a division of the Kelly Group, found that only 9% of the South African workforce is actively engaged, with 45% of the remaining 91% actively not engaged and the rest not engaged (Kelly, 2020). This suggests that the need to research ways to improve employee engagement is possibly greater in

SA than in the USA. The report went further to highlight that 67% of employees indicated that they want their managers to lead and communicate better, highlighting leadership failings. Figure 1 below provides a summary overview of the numbers underscoring the need for improvement in workforce engagement in SA.

Figure 1: Summary representation of employee engagement in South Africa



Note: Adapted from the report on workforce engagement by Kelly (2020)

Existing literature does an excellent job in expanding on the positive impact that transformational leadership has on employee engagement (Kovjanic et al., 2013; Nielsen et al., 2019; Tims et al., 2011). However, the literature on the impact of service leadership on the levels of employee engagement is at its infancy (Bakker & Demerouti, 2017; Zheng et al., 2020), supporting the need for a study such as this one.

Several studies support the significance that leaders play in how engaged the employee is; however, very few have unpacked whether an employee- or a customer-oriented leadership behaviour yields more favourable results to increasing the positive levels of employee engagement. This is further unpacked in Chapter 2.

1.3 Why look at service leadership?

The service sector forms a large part of the SA market with a contribution to gross domestic product (GDP) estimated to be 61.2% in 2019 (Plecher, 2020). The service industry is unique and distinct from the manufacturing industry; these differences include the increased levels of customer participation and the lack of a standardised measure of quality (Martinez, Bastl, Kingston & Evans, 2010). Previous studies on leadership behaviours focused primarily on employee performance as highlighted by

Bakker & Demerouti (2017), making this inward-looking from an organisation's perspective. Service leadership, on the other hand, is a customer-oriented leadership style (Zheng et al., 2020). Thus, service leadership can be seen as outward-looking from an organisation's perspective.

The service sector is a large contributor to GDP, where organisations are characterised as delivering a service to the customer. Thus, it would be useful for organisations, across various industries, to gain more insight on the impact that a customer-oriented leadership style, such as service leadership has on the levels of employee engagement.

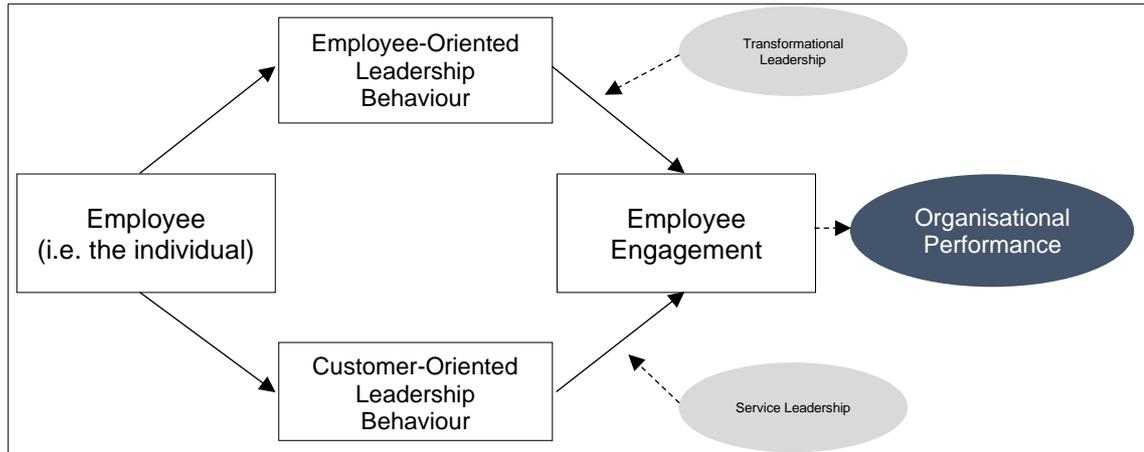
1.4 Research purpose and objectives

The purpose of this research paper is to contribute and build on the literature on leadership behaviours, by testing whether there is a significant difference in the relationship that service leadership and transformational leadership behaviours have on employee engagement. A substantial amount of research has been done to study the relationship that transformational leadership has on employee engagement, with many concluding that the relationship is positive (Kovjanic et al., 2013; Nielsen et al., 2019; Tims et al., 2011). A call by Bakker and Demerouti (2017) highlights the need for research on other leadership theories.

The study aimed to answer the following overarching research question:

Is there a significant difference in the relationship that an employee-oriented leadership behaviour (transformational leadership) has on the level of employee engagement to that of a customer-oriented leadership behaviour (service leadership) across organisations in South Africa?

Figure 2: Conceptual framework outlining the relationships between the key constructs



The underlying objectives are:

- Evaluate the relationship that a perceived transformational leadership behaviour has on the level of employee engagement
- Evaluate the relationship that a perceived service leadership behaviour has on the level of employee engagement
- Analyse whether there is a significant difference in the level of employee engagement when moderated for the sector type and perceived leadership behaviour

The specific research questions that arise from the overarching research question and objectives are:

- Research question one: Is there a significant relationship between perceived transformational leadership behaviours and employee engagement?
- Research question two: Is there a significant relationship between perceived service leadership behaviours and employee engagement?
- Research question three: Is there a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement, when moderated for service and non-service sectors?
- Research question four: Is there a significant difference in the relationship between perceived service leadership behaviours and employee engagement, when moderated for service and non-service sectors?

By answering these questions, the research aimed to build on the literature and further inform leaders in organisations on leadership behaviours that contribute positively to levels of employee engagement.

1.5 Research relevance and motivation

The research aimed to identify whether changes in leadership behaviours from those perceived as employee-oriented to those perceived as customer-oriented; unknowingly creates a gap that harms the level of employee engagement. In doing so, the study intended to bring this to the attention of leaders in organisations who will then be able to fill this gap.

Research has repeatedly shown that engaged employees contribute positively to business performance (Kumar & Pansari, 2016), as they exhibit higher productivity in contrast to employees who are not engaged. Organisations that can equip their managers with the right tools to minimise any gap because of the manager's leadership behaviour would build a competitive advantage as more of their employees become engaged.

2. Chapter 2: Literature review and theory

2.1 Theory

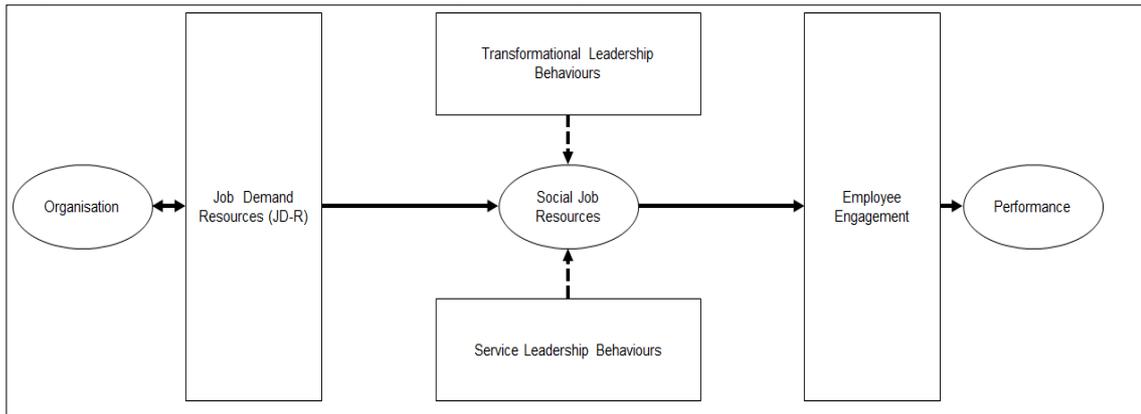
The purpose of this section is to expand on the definition of the theory used, job demands-resources, and on the definitions of employee engagement, leadership behaviours, transformational leadership, and service leadership as they relate to this study.

2.1.1 Job demands-resources

The job demands-resources (JD-R) model focuses on the state of the employee, mainly how work engagement arises through motivational pathways (Demerouti & Bakker, 2011). Kahn (1990) described employee engagement as an expression of an employee's self in task and behaviours, which can be linked back to the JD-R model as the employee's tasks utilise the available resources. Employee engagement, for this study, is defined as a persistent positive work-related state that results in vigour, dedication and absorption (Schaufeli et al., 2006). The variability in the level of engagement, of the employee, is to a large extent influenced by the available resources (Knight, Patterson & Dawson, 2017). The study utilised the JD-R model to gather insights on the relationship that leadership behaviours have on the level of employee engagement in organisations in SA.

Bakker and Demerouti (2007) define the JD-R model as outlining how work engagement arises through a pathway of motivation, whereby the employee utilises resources available to them to deal with the demands of their job. Several studies have examined the impact of transformational leadership, and Bakker and Demerouti (2017) have called for additional models of leadership to be explored against this model. The authors suggest that for the JD-R model to become a theory, thus improving at predicting the well-being and behaviours of employees, it must mature through continuous testing in research. This study focused on testing whether there is a significant difference in the relationship that transformational leadership and service leadership have on employee engagement. Service leadership is included in the study as the need to understand the impact of this leadership style on employee engagement increases with the rising importance of the service sector contribution to GDP.

Figure 3: Conceptual framework linking the theory to the research constructs



According to the later work by van Wingerden, Bakker and Derks (2016), job resources can be classified as the physical, organisational or social facets of the job that promote personal and professional growth. The social job resources are classified as performance management and collaboration with colleagues, which are highly influenced by leader behaviour (Tims, Bakker & Derks, 2012). Due to their nature, these social job resources can motivate and stimulate employees, which are known to lead to higher levels of engagement (Schaufeli et al., 2006).

2.2 Employee engagement

2.2.1 Defining employee engagement

Employee engagement has become a popular term over the years, with a quick search turning up at least 22,000 journal articles published in the last ten years. That has resulted in many authors putting forward their definition, across academic and practitioner literature, of employee engagement. For this study, the definitions by the following authors, Kahn (1990); Harter, Hayes and Schmidt (2002); Schaufeli et al. (2006) and Shuck and Wollard (2010) are discussed.

Kahn (1990), is widely accepted as the author to conceptualise the meaning of employee engagement through his seminal works (May, Gilson & Harter, 2004; Pham-Thai, McMurray, Muenjohn & Muchiri, 2018; Saks & Gruman, 2014). Employee engagement is defined as "the simultaneous employment and expression of a 'person's preferred' self in task and behaviours that promote connections to work and to others, personal presence, and active full role of performance" Kahn (1990, p. 700). Further to this, Kahn (1990) went on to explain that employees who are engaged exhibit behaviours where self and role can co-exist without having to sacrifice one for the other. Kahn defined the three domains of engagement as

meaningfulness, safety and availability which speak to the abilities to derive an appreciation of return of investment in one's role performance; show one's self without fear or negative consequences; and the sense of possessing the physical, emotional and psychological resources for the completion of work. As the author who conceptualised the theory of employee engagement, it was important for this research to understand the begins of this concept for better understanding.

On the other hand, Kahn (1990) defines personal disengagement as "the simultaneous withdrawal and defence of a person's preferred self in behaviours that promote a lack of connections, physical, cognitive, and emotional absence, and passive, incomplete role performances" (p701). Building on this Kahn (1990) explains that such self-defence or disengagement is the individual's uncoupling of self from the role, thus suppressing their energetic selves in conducting work obligations.

J. K. Harter et al. (2002) define employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work". Similar to Kahn's (1990) conceptualisation of employee engagement, the definition suggested by J. K. Harter et al. (2002) refers to the individual's emotional and cognitive connection to their work.

Schaufeli et al. (2006), in their definition, define employee engagement as a persistent positive work-related state that results in vigour, dedication, and absorption. Once again, in line with the work by Kahn (1990) and J. K. Harter et al. (2002), defining engagement in relation to the individual's state of mind in connection to achieving their work. The definition by Schaufeli et al. (2006), although consistent in meaning to the work of Kahn (1990) and J. K. Harter et al. (2002), better summarises the definition of employee engagement characterised by the three words of vigour, dedication and absorption. This study anchors around this definition of employee engagement.

In a more recent literature review by Shuck and Wollard (2010), the authors suggest that employee engagement is rooted in the psychology of the employee. This insight further emphasising the connection of the definition to the individual's state of mind in relation to the organisation. The researcher of this study found no further

significant evidence or reasons to deviate from anchoring the definition of employee engagement as per the definition by Schaufeli et al. (2006).

Table 1: Summary of the definitions of employee engagement

Article Citation	Definition of Engagement
Kahn (1990)	“Personal engagement is the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviours that promote connections to work and to others, personal presence, and active full role performances.”
Harter, Hayes & Schmidt (2002)	“Employee engagement refers to the individual’s involvement and satisfaction with as well as enthusiasm for work.”
Schaufeli, Bakker & Salanova (2006)	“Employee engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption as work engagement.”
Shuck & Wollard (2010)	“Employee engagement is an individual employee’s cognitive, emotional and behavioural state directed towards desired organizational outcomes.”

Schaufeli et al. (2006) acknowledge employee engagement as a persistent and pervasive affective-cognitive state that is not focused on any particular object, individual or behaviour - instead, characterised by vigour, dedication, and absorption. Vigour is characterised by the levels of energy and mental resilience; dedication refers to being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge; and lastly, absorption refers to being fully concentrated and happily engrossed in one’s work (Schaufeli et al., 2006, p.702).

2.2.2 The alternative scales for measuring employee engagement

The more recent work of Khodakarami, Khalil and Rezaei (2018) highlights how the various definitions of employee engagement have hindered academics from having an agreed-upon measure of employee engagement. Burnett and Lisk (2019) support this notion that the many definitions have hindered the measurement of employee engagement, but at the same time stress that the advancement in tools should enable organisations to do a better job in measuring employee engagement in this day and age.

Khodakarami et al. (2018) found six significant scales of engagement, which will form as the starting point to unpacking the employee engagement measurement scale that was used for this study. These measurement scales were chosen for consideration by the researcher due to the close links to the outlined definitions of employee engagement.

Table 2: Engagement scale alternatives

Alternative	Engagement scales
Schaufeli & Bakker (2003) (UWES)	Work engagement (vigour, dedication, absorption)
May, Gilson & Harter (2004)	Physical engagement Emotional engagement Cognitive engagement
Saks (2006) (OES)	Organizational engagement
Rich, Lepine & Crawford (2010) (JES)	Job engagement
Soane, Truss, Alfes, Shantz, Rees & Gatenby (2012) (ISA)	Intellectual engagement Social engagement Affective engagement
Shuck, Twyford, Reio Jr. & Shuck (2014) (EES)	Cognitive engagement Emotional engagement Behavioural engagement

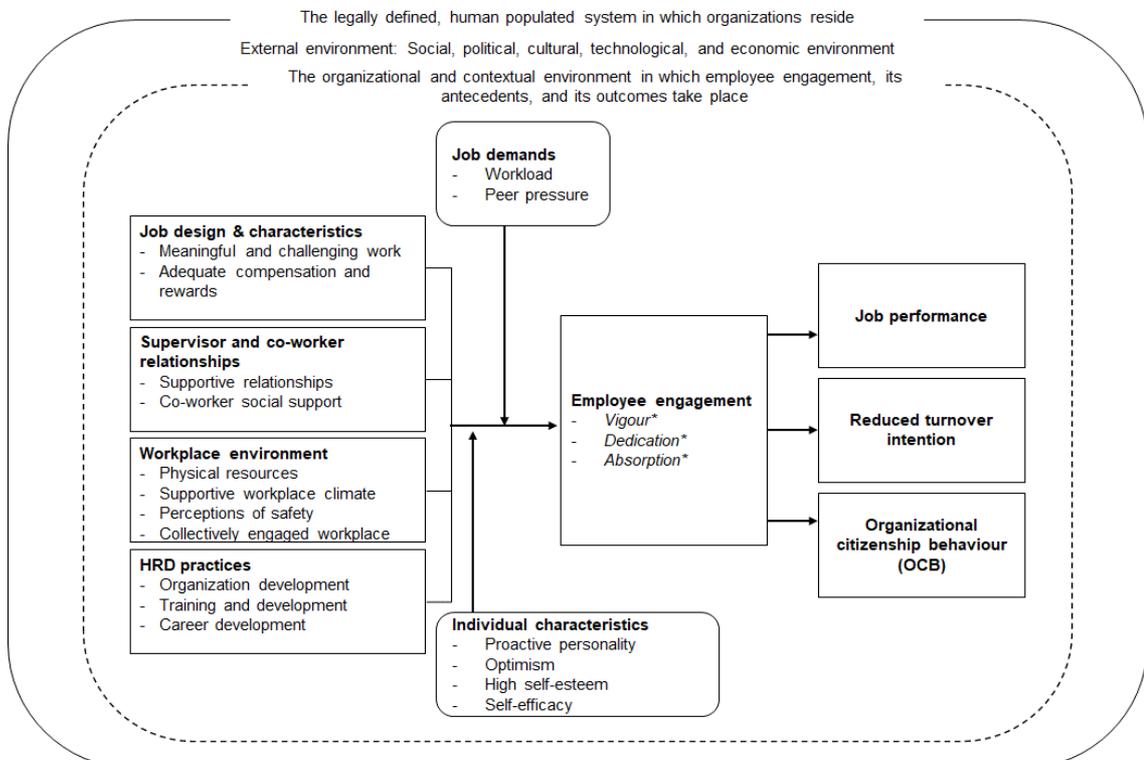
Note: Table and content adapted from the work by Khodakarami et al. (2018) p(307)

Referring to Table 2 above, the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003) is possibly the most common measurement instrument of employee engagement (Kulikowski, 2017). This scale, as anticipated, is consistent with the definition of employee engagement put forward by Schaufeli et al. (2006). The second major scale was developed May et al. (2004), which focused on physical, emotional and cognitive engagement. The rest of the scales are listed in Table 2 in order of decreasing popularity. Thus, according to these alternative scales, various attributes measuring engagement can be measured. However, this study is anchored in the definition of employee engagement proposed by Schaufeli et al. (2006) and thus the UWES scale made for a perfect choice, this not suggesting that the other scales would have been insufficient to achieve the task at hand.

2.2.3 Consequences of employee engagement

Over the years, there has been much research on employee engagement with many, discussed below, claiming that employee engagement predicts organisational success. Kahn (1992) argued that the more engaged the employee, the more meaning they may experience in performing tasks, thus willing to give more of themselves to the organisation. Further to this J. K. Harter et al. (2002) argue that there is a general belief of the connection between employee engagement and business results, and concluded that employee engagement and satisfaction have meaningful business outcomes at a significant enough magnitude. Further supporting evidence by Schaufeli and Bakker (2004) who found that engaged employees are likely to have an increased sense of loyalty to their organisations and have a lower tendency to leave - benefiting the organisation by increasing the retention rate of its employees. Maslach and Leiter (2008) support the benefits of engagement in their belief that it is on the opposite continuum to burnout. Their argument rests on the assumption that engaged employees can evolve exhaustion into energy, change cynicism into involvement and shift from inefficient into efficacy.

Figure 4: A theoretical model of the antecedents and outcomes of employee engagement



Note: Model by Rana, Ardichvili and Tkachenko (2014) – recreated by the author of this study; *iterated from original model which had cognitive, emotional and physical state to better align with this studies definition of employee engagement

All these arguments contribute to the potential positives that an organisation will realise with a more engaged workforce. Employee engagement thus has numerous benefits to the organisation, despite the many definitions that have been put forward (J. K. Harter et al., 2002; Kahn, 1992; Maslach & Leiter, 2008; Rana, Ardichvili & Tkachenko, 2014; Schaufeli & Bakker, 2004).

2.2.4 Leadership and employee engagement

2.2.4.1 Defining leadership

Garfield, Hubbard and Hagen (2019) in their work, highlight that although leadership is a human universal, the theory of the definition, however, is not unified. This has resulted in a myriad of contributions from across many disciplines in defining leadership. Earlier work by Silva (2016), supporting the claims by Garfield et al. (2019), found the concept of leadership challenging to define due to the many definitions.

The many definitions of leadership and subsequent leadership behaviours or styles date back for many years in academia (Shafique & Beh, 2017). Table 3 below provides some of the modern definitions.

Table 3: Modern definitions of leadership

References	Definition
Uhl-Bien and Carsten (2007)	Leadership involves actively influencing others and focuses on the interactions between a leader and subordinates
Northouse (2016)	Leadership has four components which are leadership as a process, involves influence, emerges for the attainment of common goals, and occurs in groups
Crevani and Endrissat (2016)	Leadership is the continuous moment by moment production of direction through interactions with individuals
Ciulla, Knights, Mabey and Tomkins (2017)	Leadership is a something everyone engages in and consists of “complex moral relationship between people, based on trust, obligation, emotion, and some shared vision of the good”.
Bauman (2018)	Leadership is the use of knowledge as a critical factor, because virtue requires knowledge, to persuade people

Based on these definitions highlighted in the table above for this study the definition of leadership is summarised as - active participation in the interactions between

people, utilising available resources, to influence the attainment of set goals (Bauman, 2018; Ciulla et al., 2017; Crevani & Endrissat, 2016; Northouse, 2016; Uhl-Bien & Carsten, 2007). This definition aligns well with the JD-R model and the individual's state of mind.

2.2.4.2 Leader influence on levels of engagement

Lussier and Achua (2015) highlight the important role that the leader's behaviour has in influencing the level of engagement, arguing that without strategic and effective leadership - organisations will find it difficult to sustain profitability, productivity and a competitive advantage. Rana et al. (2014) in their model, see Figure 4 above, highlight components such as job design, workplace relationships, workplace environment and HR practices as drivers that influence employee engagement. In many instances, the success or strategic direction that shapes the above factors in the organisation sit with the leaders, emphasising the influencer role that leaders have on the levels of employee engagement.

2.3 Leadership behaviours explained

2.3.1 Defining leadership behaviours

Mohiuddin (2017); Newman, Neesham, Manville and Tse (2018); Lee, Yang, Hsu and Wang (2019) identified leadership behaviour as a significant variable in influencing members of an organisation. The authors define leadership behaviours as the leader's ability to influence the members of the organisation, leveraging a dominant characteristic of the leader.

The full-range leadership model is possibly the most widely used in leadership theory developed by Bass and Avolio (1994). The authors, building on the work by Burns (1978), suggested that there are three leadership behaviours in organisations, namely transformational, transactional and passive leadership. Transformational or charismatic leadership is the most researched leadership behaviour across literature, in relation to organisations (Anderson & Sun, 2017; Judge, Woolf, Hurst & Livingston, 2008).

However, there have been calls to expand on the full-range leadership model by Bass and Avolio (Anderson & Sun, 2017). Table 4 below expands on other leadership behaviours researched since the year 2000 to when the research by

Anderson and Sun (2017) was conducted. The findings highlight the increasing need for more research on contextual leadership. The required research needs to expand beyond the full-range leadership model which focused on transactional, transformational, and passive leadership behaviours.

Table 4: Number of times other leadership styles have been mentioned between 2000 - 2017 in research

Leadership style	Number of mentions
Shared or distributed	37
Authentic	34
Ethical	29
Initiating structure and consideration	24
Integrative public	15
Spiritual	15
Pragmatic/ideological	14
Servant	12

Note: Adapted from the work done by Anderson and Sun (2017) on the need for a new full-range theory model

The list of adjectives, in Table 4 above, is not exhaustive with other adjectives used to describe styles of leadership including: “empowering, responsible, directive, self-sacrificial, Pygmalion, paternalistic, heroic, despotic, egotistical, altruistic, relational, e-leadership and functional” (Anderson & Sun, 2017). However, Shek and Lin (2015) highlight that often, service leadership is present but not necessarily referred to by that name – perhaps this explains why it does not appear on the list of mentions.

This leads us to the comparison of the widely researched transformational leadership behaviour to that of service leadership.

2.3.2 Transformational leadership

The early model to outline a leadership behaviour that is grounded in the leader’s ability to use their charisma in influencing or motivating followers to deliver on a shared vision appeared in the 1970s (Conger, 1999). House and Podsakoff (1994) defined charismatic leaders as those leaders that exude passion, self-confidence, and role model desirable behaviours. These behaviours inspire followers to achieve the high expectations set for them. Bass build on this early definition of a charismatic leadership behaviour to develop the current definition of transformational leadership.

Bass (1999) describes transformational leadership as referring to the leader's ability to move followers behind a shared vision, beyond self-interest, through charisma, inspiration, and intellectual stimulation. Followers want to identify with such leadership and become more innovative and creative. This involves building a sense of purpose, creating a culture of shared fate between leaders and employees and fostering alignment on the vision by leaders (Bass & Avolio, 1993).

Table 5: The four dimensions that are encompassed by transformational leadership

Dimension	Description
Charisma	“The degree to which the leader behaves in admirable ways that cause followers to identify with the leader.”
Inspirational motivation	“The degree to which the leader articulates a vision that is appealing and inspiring to followers and challenges followers with high standards, communicate optimism about future goal attainment, and provide meaning for the task at hand.”
Intellectual stimulation	“The degree to which the leader challenges assumptions, takes risks, and solicits followers’ ideas and how much they stimulate and encourage creativity in their followers.”
Individualized consideration	“The degree to which the leader attends to each follower’s needs, acts as a mentor or coach to the follower, and listens to the follower’s concerns and needs.”

Note: Dimensions and descriptions derived from Judge and Piccol (2004) p.755

A study by Judge and Piccol (2004) re-enforces the significant impact that transformational leadership has had, on employee engagement, and tout it as possibly the most influential in the current academic literature. Much of the research has shown transformational leadership to increase employee engagement (Kovjanic et al., 2013; Nielsen et al., 2019; Tims et al., 2011). The literature, through various studies, suggests that transformational leadership behaviour has a significant positive impact on the level of employee engagement.

However, as successful as transformational leadership has been, a study by Hoch, Bommer, Dulebohn and Wu (2018) has found that there are benefits to exploring other leadership behaviours. The authors found that even though ethical and authentic leadership offer no significant usefulness beyond transformational

leadership, servant leadership, on the other hand, was found to be of significant usefulness across a variety of measures. In the section that follows service leadership is unpacked and found that it is closely related to servant leadership. This further emphasising the value of this study.

2.3.3 Service leadership

The growing service industry globally as reference initiated the development of the service leadership model by the Hong Kong Institute of Service Leadership and Management (HKI-SLAM) (Shek, Chung & Leung, 2015). Shek and Lin (2015) emphasise that although very few leadership models use service leadership as its brand name, the idea of leadership as a service is not a new concept in literature. Service leadership where leaders encourage followers to go the extra mile to deliver on the customer need and provide an enhanced service (Schneider et al., 1998), shares with servant leadership some commonalities in the mindset of leadership behaviours that prioritize service rather than influence over others according to Shek and Lin (2015). According to Bass (2000), the need to put others needs as the highest priority is the real differentiator between service/servant and transformational leadership.

Servant leadership theory appeared in the works of Greenleaf (1977) and at the time was thought to be going against the grain (Grobler & Flotman, 2020). The servant-leader is concerned with being at the service of their followers. Greenleaf (1977) further emphasises that service to others, with servant leadership, is not by choice but by design. Van Dierendonck (2011) in later works, defines servant leadership as leaders who combine their will to lead with the need to serve. This highlighting the commonality with service leadership, with both these leadership theories emphasising the need to serve rather than influence over others. Service leadership thus is concerned with delivering quality service to the customer (Zheng et al., 2020).

Table 6: The seven core beliefs of service leadership as defined by the Hong Kong Institute of Service Leadership and Management (HKI-SLAM)

#	Core Belief
CB1	Leadership is a service aimed at ethically satisfying the needs of self, others, groups, communities, systems and environments
CB2	Every day, every human occupies a position of leadership and possesses the potential to improve his/her leadership quality and effectiveness
CB3	Leadership effectiveness is dependent on possessing relevant situational task competences plus being judged by superiors, peers, and subordinates as possessing character and exhibiting care
CB4	Service includes self-serving efforts aimed at ethically improving one's competences, abilities, and willingness to help satisfy the needs of others
CB5	Service leadership is about consistently providing high-quality personal service to everyone that one comes into contact with, including one's self
CB6	Service leadership is the world's oldest, most competitive, and longest surviving business model
CB7	High-paying, high-status leadership positions and management promotions will go to people who have domain-specific knowledge and skills plus service leadership competencies, character strengths, and a caring social disposition

Note: As outlined by Shek and Lin (2015)

The core beliefs outlined in Table 6 above were intended to increase the understanding of service leadership as defined by the HKI-SLAM. These core beliefs are centred around serving others and developing situational task competencies for the service environment. Further study by Shek, Chung and Leung (2015) in comparing service leadership to other leadership theories and approaches emphasises that there are some commonalities, see Table 7 below.

Table 7: Comparison of service leadership theory with leadership theories or approaches

Key characteristics of service leadership	Leadership types							
	Trait approach	Servant	Spiritual	Authentic	Ethical	Transformational	Charismatic	Top-down
Service orientation (self and others)	x	Δ	a	Δ	a	x	Δ	Δ
Systems orientation (self, followers, habitat, larger system)	x	x	a	x	x	Δ	x	x
Leadership competencies	x	x	x	x	a	x	a	a
Moral character	x	a	a	a	a	a	a	x
Caring disposition	x	a	a	x	Δ	x	Δ	x
Personal qualities of a leader	a	a	a	a	a	a	a	x
Everyone is (can be) a leader	x	Δ	Δ	Δ	Δ	Δ	x	x
Self-leadership	x	a	a	a	a	x	x	x
The need for continuous improvement	x	a	a	Δ	a	x	x	x
Mentoring followers	x	a	x	a	a	a	Δ	x
Chinese cultural values	x	x	x	x	x	x	x	x
Comprehensiveness and breadth of the model	x	x	Δ	x	x	Δ	x	x
Key:	a = Focal component of model; Δ = Briefly discussed in/slightly applicable to model; x = Not discussed in/non-applicable to model							

Note: Source Shek, Chung and Leung (2015)

Over the years research into service leadership has intensified (Hong et al., 2013; Jiang et al., 2015; Liao et al., 2009; Schneider et al., 2005), with the rising global importance of the service sector. Jiang, Chuang and Chiao (2015) define service leadership as a leadership behaviour that increases service performance through building a collective climate. The collective climate is intended to increase the followers' perception of the importance of good service.

In a recent study, Zou, Snell, Chan and Wond (2018), found that the 7Cs model in Table 8 below outlines the core dimensions that are effective for service leadership. Clear evidence of some of the commonalities with other leadership behaviours.

Table 8: The core dimensions of service leadership based on the 7Cs model

Core Dimensions	Concepts
Character	Hardworking and persistent Virtue Professional ethics Realistic and reasonable
Care	Caring and respectful disposition Addressing society's needs Emotions and stress management
Choreography	Delegating and empowering Mentoring Recruitment and retaining talents Setting good examples Articulating service leadership Obtaining and providing resources for staff
Collaborating	Building and sustaining productive relationships with service recipients Collaboration and partnership
Creativity	Entrepreneurial spirit and mindset Solving problems Synthesis
Charisma	Visionary Inspirational communication Magnetism
Competence self-enhancement	Knowledge updating Accepting and learning from mistakes Continuous improvement

Note: Derived from a study by Zou et al. (2018)

Hong, Liao, Hu and Jiang (2013) highlight that service leadership potentially provides clarity in direction to followers aligned with the objective of delivering enhanced customer service. Zheng, Graham, Epitropaki and Snape (2020) found that service leadership elevates service performance via raising the employees' engagement.

2.3.4 Service leadership and employee engagement

The importance of considering service leadership in context has been highlighted in several instances by authors such as Liden and Antonakis (2009); Zheng et al. (2020). The studies emphasise that like other leadership behaviours such as safety leadership (Liden & Antonakis, 2009) and creative leadership (Mainemelis, Kark & Epitropaki, 2015) service leadership is intended for the service context.

Zheng et al. (2020) in their study found that service leadership has a positive effect on employee engagement. Of importance, is that this is in the context of service organisations and recommended that more research be done to understand the full range effect of service leadership.

2.4 Conclusion

The increasing importance of the service industry has meant that employees across diverse organisations have become service providers. This transformation requires that it is accompanied by leadership models that promote flatter and collaborative structures (Drath et al., 2008). Although much of the leadership models under study have focused on collaboration and flatter structures, there is still a gap in looking at this from the service context (Zou et al., 2018). Service interactions are different, as they can be dynamic with no standard way of measure due to the customer participation (Martinez, Bastl, Kingston & Evans, 2010).

The literature suggests that in a changing business environment that is tilting towards the service sector, service leadership may become more important. According to Hong, Liao, Hu and Jiang (2013), service leadership provides clarity in direction for followers aligned to delivering an enhanced customer service. This quality in customer service becomes more important when the customer participation is increased.

Transformational leadership has been widely studied and proven to increase the levels of employee engagement (Kovjanic et al., 2013; Nielsen et al., 2019; Tims et al., 2011). This study connects service leadership with employee engagement, much like many studies have connected transformational leadership with employee engagement.

3. Chapter 3: Research questions and hypotheses

3.1 Introduction

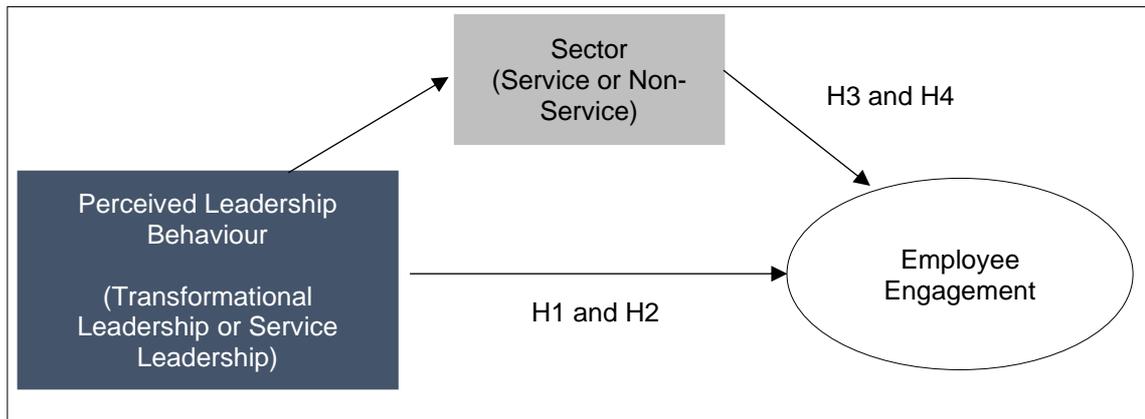
The growing trend of the service sector as a significant contributor to economies around the world is evident, a report by Deloitte (2018) showed that the contribution to GDP grew from 69% in 1997 to 74% in 2015 in high-income countries. In South Africa, the service sector contribution to GDP is estimated to be 61.2% in 2019 (Plecher, 2020). There has been much written about the success of transformational leadership in increasing the levels of employee engagement (Kovjanic et al., 2013; Nielsen et al., 2019; Tims et al., 2011). However, the dynamic nature of the service industry due to the increased customer participation and no standard way of measuring quality (Martinez, Bastl, Kingston & Evans, 2010) provides merit in exploring other service-oriented leadership theories.

The focus of this study was to test whether service leadership, a service-oriented leadership model, is significantly different in its effectiveness to increase the levels of employee engagement. This was done by comparing against a well-researched leadership model that is transformational leadership. The research questions the study aimed to answer were:

- Research question one: Is there a significant relationship between perceived transformational leadership behaviours and employee engagement?
- Research question two: Is there a significant relationship between perceived service leadership behaviours and employee engagement?
- Research question three: Is there a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement, when moderated for service and non-service sectors?
- Research question four: Is there a significant difference in the relationship between perceived service leadership behaviours and employee engagement, when moderated for service and non-service sectors?

Based on the discussions in the previous sections, the formulated hypotheses are shown in Figure 5 below.

Figure 5: Research hypotheses



3.2 Research hypotheses

3.2.1 Research question and hypothesis one

Research question one: Is there a significant relationship between perceived transformational leadership behaviours and employee engagement?

Hypothesis 1

- Null hypothesis one (H_01): There is no significant relationship between levels of employee engagement and perceived transformational leadership behaviours
- Alternate hypothesis one (H_11): There is a significant relationship between levels of employee engagement and perceived transformational leadership behaviours

3.2.2 Research question and hypothesis two

Research question two: Is there a significant relationship between perceived service leadership behaviours and employee engagement?

Hypothesis 2

- Null hypothesis two (H_02): There is no significant relationship between levels of employee engagement and perceived service leadership behaviours
- Alternate hypothesis two (H_12): There is a significant relationship between levels of employee engagement and perceived service leadership behaviours

3.2.3 Research question and hypothesis three

Research question three: Is there a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement, when moderated for service and non-service sectors?

Hypothesis 3

- Null hypothesis three (H_{03}): There is no significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors
- Alternate hypothesis three (H_{13}): There is a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors

3.2.4 Research question and hypothesis four

Research question four: Is there a significant difference in the relationship between perceived service leadership behaviours and employee engagement, when moderated for service and non-service sectors?

Hypothesis 4

- Null hypothesis four (H_{04}): There is no significant difference in the relationship between perceived service leadership behaviours and employee engagement when moderated for service or non-service sectors
- Alternate hypothesis four (H_{14}): There is a significant difference in the relationship between perceived service leadership behaviours and employee engagement when moderated for service or non-service sectors

3.3 Conclusion

Four hypotheses have been formulated to answer the research questions. The methodology and analysis follow in the next chapters.

4. Chapter 4: Research methodology

4.1 Research design

The purpose of this study was to determine if a relationship exists between employee engagement and perceived service and transformational leadership, by testing the differences in the relationship that the two leadership behaviours have with employee engagement. Furthermore, by moderating for service and non-service sectors, this enabled the analyse of the contextual relationship between the perceived leadership behaviours and employee engagement. A quantitative research approach was used mainly for its properties of being able to quantify, test and analyse behaviours, attitudes, opinions and other generalisations from larger populations in an attempt to explain what is happening in the real world (Malhotra & Birks, 2007).

The research adopted a descripto-explanatory design, which is ideal for facilitating a detailed description and analysis of variables under study (Saunders et al., 2009). The researcher, leveraging theories in the literature, defined the variables used to measure the level of employee engagement. Furthermore, utilising the available literature defined variables for transformational and service leadership behaviours. This with the aim of testing and analysing the impact the leadership behaviour constructs have on the employee engagement construct.

The research philosophy took a stance of positivism, a philosophical position of natural scientists premised on unambiguous and accurate knowledge using data and facts (Saunders & Lewis, 2018). The variables under research were those that define employee engagement, transformational leadership and service leadership as defined in Chapter 2.

The data collected, required to test the hypotheses, was collected by a self-completed survey sent electronically to respondents. A survey was used as it is ideal for the collection of large data and is standardised across respondents (Fowler, 2009). Before participating in the survey, all respondents were informed of the purpose of the study and that they participated at their own free will. The respondents were also assured that responses would be kept anonymous. The consent form is attached in Appendix 1. The survey consisted of three sections as a structured questionnaire, and data collected with a Likert scale. Structured questionnaires

provide standardisation and are ideal for collecting large amounts of data and allow for self-completion (Bechhofer & Paterson, 2012). The method was acceptable for this type of study as it was inexpensive and could be distributed widely; and has been used in similar studies such as those by Breevaart, Bakker, Hetland, Demerouti, Olsen and Espevik (2014); Mufti, Xiaobao, Shah, Sarwar and Zhenqing (2020); Zheng, Graham, Epitropaki and Snape (2020).

The collection of data followed a cross-sectional time horizon with the collection of data taking place once and no expectation of surveying the same respondents over a more extended period, i.e. over a few years. In a cross-sectional study design, the outcomes are measured at a particular point in time, thus provide a snapshot of the outcome (Levin, 2006).

The study made use of quantitative data analysis as the one method to answer the research questions. This allows the research to be classified as a monomethod study (Teddlie & Tashakkori, 2006).

4.2 Unit of analysis

The unit of analysis explains the level at which the objects in the study are researched (Blumberg, Cooper & Schindler, 2014). The unit of analysis for this study was the employed individual who had a manager they report to. The perceived leadership behaviours and the resultant level of engagement will be measured as provided by the individual. Kahn (1992) considers employee engagement as something that can be observed across all levels of employees in the organisation as it pertains to self. Thus, no specific criterion was put in place in the study to exclude individuals based on the different levels they hold in the organisation.

4.3 Population

The population of a study is defined as the entire set group of individuals that form part of the study (Zikmund, 2010). The target population for this study was all formally employed individuals who have a manager they report to and are based in SA. The study included a question that was used to differentiate between those individuals based in the service sector versus those that are in the non-service sector. The service sector in this instance was defined as all organisations that do work for the

customer and occasionally provide goods but are not involved in manufacturing. This was done to enable comparisons in the analysis between the groups.

4.4 Sampling method and size

The study used non-probability convenience sampling. This method of sampling was based on collecting a sample from members of the target population that meet criteria such as easy accessibility, geographical proximity and availability (Etikan et al., 2016). Due to the time limit and limited resources available to the researcher, this form of sampling was ideal, and according to Etikan, Musa and Alkassim (2016) is a commonly acceptable method of sampling by researchers. A survey was thus prepared and electronically shared with participants of the target population, accessible to the researcher through networks. This was combined with snowball sampling. Participants were encouraged to share the survey with other individuals, who fit the criteria, to increase the reach and number of potential respondents (Creswell & Guetterman, 2019).

In non-probability sampling, the chance or probability of a sample unit being selected is unknown (Saunders et al., 2009). This suggests that using the data from this type of sampling to make statistical inferences about the population is not technically correct (Saunders et al., 2009). According to Zikmund (2010), this is due to the fact that there are no statistical techniques that can be used to determine the sampling error. However, researchers across many fields rely heavily upon convenience sampling regardless of these issues (Hu & Qin, 2018; Speak, Escobedo, Russo & Zerbe, 2018).

The size of the sample is important as the larger the sample is, the better the chances of reducing sampling error, thus increasing generalisability with more stable correlations (Schumacker, 2010). Based on the study by Kyriazos (2018), there are four parameters that must be considered related to the size of the sample that is appropriate for the analysis. These parameters are the size of the sample (N), the probability of identifying a non-existing effect (α), the probability of not identifying an existing effect (β) and effect size (ES) a measure of the strength of the examined relationship.

Alpha (α), the probability of identifying a non-existent effect, can lead to a Type I error or false positive. In most research, Alpha (α) is set at 0.05 (Kyriazos, 2018). Beta (β), the probability of not identifying an existing effect, can lead to a Type II error or false negative. The probability of identifying an effect that really exists, known as the statistical power, is calculated by $1 - \beta$ (Cohen, 1992b). In his work Cohen (1992) suggests that 0.80 be used for desired power, hence $\beta = 0.20$, as it is typically more serious to get a false positive claim (Type I error) than a false negative one (Type II error).

Table 9: Sample size for small, medium and large effect size (ES) at Power = 0.80 for $\alpha = 0.01, 0.05$ and 0.1

N for Small, Medium and Large ES at Power = 0.80 for $\alpha = 0.01, 0.05$ and 0.10									
Test	α								
	0.01			0.05			0.1		
	SM	MED	LG	SM	MED	LG	SM	MED	LG
1 Mean dif	586	95	38	393	64	26	310	50	20
2 Sig r	1163	125	41	783	85	28	617	68	22
3 r dif	2339	263	96	1573	177	66	1240	140	52
4 P = 0.5	1165	127	44	783	85	30	616	67	23
5 P dif	584	93	36	392	63	25	309	49	19
6 χ^2									
1df	1168	130	38	785	87	26	618	69	25
2df	1388	154	56	964	107	39	771	86	31
3df	1546	172	62	1090	121	44	880	98	35
4df	1675	186	67	1194	133	48	968	108	39
5df	1787	199	71	1293	143	51	1045	116	42
6df	1887	210	75	1362	151	54	1113	124	45
7 ANOVA									
2g ^a	586	95	38	393	64	26	310	50	20
3g ^a	464	76	30	322	52	21	258	41	17
4g ^a	388	63	25	274	45	18	221	36	15
5g ^a	336	55	22	240	39	16	193	32	13
6g ^a	299	49	20	215	35	14	174	28	12
7g ^a	271	44	18	195	32	13	159	26	11
8 Multi R									
2k ^b	698	97	45	481	67	30			
3k ^b	780	108	50	547	76	34			
4k ^b	841	118	55	599	84	38			
5k ^b	901	126	59	645	91	42			
6k ^b	953	134	63	686	97	45			
7k ^b	998	141	66	726	102	48			
8k ^b	1039	147	69	757	107	50			

Note: ES = population effect size, SM = small, MED = medium, LG = large, dif = difference, ANOVA = analysis of variance
^aNumber of groups, ^bNumber of independent variables

Note: Recreated from Cohen (1992a)

Based on the approach proposed by Cohen (1992a) above, see Table 9 above, this method suggests that the sample should be a minimum of 66 based on a large effect size, $\alpha = 0.05$ and a test for r differences.

Another widely accepted guideline is 10:1 sample size to variables (Bartlett et al., 2001; Christopher, 2010; Nunnally, 1967). This study utilised nine variables to

measure employee engagement, nine variables to measure transformational leadership and five variables to measure service leadership. The number of variables utilised are based on the measurement instrument discussed in the sections that follow. This would suggest that the sample size needs to be > 90.

Thus, taking the above-mentioned approaches in mind, the researcher determined the minimum required sample size for the study to be 90. The resulting sample size was 165.

4.5 Data collection

The study used a survey loaded on Google forms, an online survey platform, to collect the required data from respondents that meet the qualifying criteria. The questionnaire was divided into three sections. Section one (Section 1: Demographics) was intended to collect basic demographic data about the participant, section two (Section 2: My Manager) focused on ascertaining the perceived leadership behaviours of the participant's manager and section three (Section 3: Employee Engagement) on ascertaining the level of engagement of the participant. Basic demographic data were collected for the purpose of checking whether the sample is reflective of the population as well as to enable differentiation between the service and non-service sectors.

The questions in the survey were developed based on literature and existing measurement scales. For employee engagement and transformational leadership, established measurement instruments were used and are discussed in the sections that follow. The service leadership measurement instrument consisted of various questions developed from literature, and the reliability and validity of this instrument tested to determine whether it measures the construct. Although tried and tested, prior to mass distribution, the survey was shared with a test group for feedback to be provided to the researcher. The test group participants were able to navigate through the survey easily, easily understand the instructions and found the language used easy to comprehend. The test group responses were excluded in the final sample used for analysis. See Appendix 2 for the questionnaire.

The online link was communicated via WhatsApp, Email and Telegram to potential respondents. The link was accompanied by a brief overview of the study and a note asking respondents to further share the link to increase the reach.

4.6 Data coding

The data collected via the survey in Google forms, once the collection period was over, was downloaded as a .csv file and imported into Microsoft Excel. The data was analysed to identify which entries are to be discarded as they were deemed invalid. Data would be deemed invalid based on the participant's answer to the screening question "I confirm that I understand the information given and my participation is voluntary, and I am free to withdraw at any time". The remaining data was coded into a suitable format, in Microsoft Excel, for analysis in IBM SPSS (Version 26). The codebook can be found in Appendix 3.

The demographic data, which included gender, time reporting to manager and sector type, was coded as nominal data. Age was coded as interval data. The data collected for employee engagement and the manager's perceived leadership behaviour was coded as ordinal data, as it was collected on a Likert scale. The coded data were then imported into IBM SPSS (Version 26) for analysis.

4.7 Data transformation

This process includes the transformation of the items that measure each construct to a single variable measuring the construct. The data transformation function in SPSS (version 26) was used. The seven items that measure employee engagement were transformed into one variable of employee engagement, the seven items measuring transformational leadership were transformed into one variable measuring this construct and the five items measuring service leadership were transformed into one variable measuring this construct. The transformed variables were used in the hypotheses tests conducted.

4.8 Measurement instrument

The final questionnaire required that participants first consent to understanding that participation is of their own free will and can withdraw at any point in time. If a participant selected "No" as their answer to this question, the survey terminated immediately. The measuring instruments used a Likert scale. Employee engagement

was measured using a seven-point Likert scale, and leadership behaviours measured using a five-point Likert scale. The Likert scale choice used was guided by other research conducted using the chosen scales.

The measurement instruments can be found in Appendix 2.

4.8.1 Employee engagement scale

The Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003) was used to measure the level of employee engagement. This measurement scale was chosen for its alignment to the definition of employee engagement by Schaufeli et al. (2006) and that it is possibly the most widely used measurement ruler (Kulikowski, 2017). Engagement is viewed as a work-related state of mind characterised by vigour, dedication and absorption (Schaufeli et al., 2006).

The UWES-9, shortened version of the questionnaire, was found to be as appropriate as the longer version by Kulikowski (2017). This shortened version was used in this study to increase the chances of responses.

Table 10: Cronbach's α of the UWES scales

	UWES-9 (N=9679)			UWES-15 (N=9679)			UWES-17 (N=2313)		
	Total	Md	Range	Total	Md	Range	Total	Md	Range
Vigor	0.84	0.84	0.75-0.91	0.86	0.86	0.81-0.90	0.83	0.86	0.81-0.90
Dedication	0.89	0.89	0.83-0.93	0.92	0.91	0.88-0.95	0.92	0.92	0.88-0.95
Absorption	0.79	0.79	0.70-0.84	0.82	0.81	0.75-0.87	0.82	0.80	0.70-0.88

Note : Source Schaufeli and Bakker (2004), Utrecht Work Engagement Scale

Table 10 above shows the level of internal consistency of UWES-9 in comparison to the longer versions, showing that the longer versions are not necessarily more internally consistent than the shorter version. Thus, the study used the UWES-9 measurement instrument consisting of nine questions measured on a seven-point Likert scale. The scale ranged from zero (never) to six (always). For the entire breakdown of the Likert scale used, refer to Appendix 3.

4.8.2 Transformational leadership scale

Transformational leadership, a widely studied leadership model, has various measurement instruments that can be used from literature (Anderson & Sun, 2017; Judge, Woolf, Hurst & Livingston, 2008). Alban-Metcalfe and Alimo-Metcalfe (2000)

concerned with the generalisability of other transformational leadership questionnaires to non-US cultures developed the Transformational Leadership Questionnaire (TLQ-LGV).

The TLQ-LGV measurement instrument to measure transformational leadership was used in this study as it aimed to promote generalisability for non-US cultures since most of the studies available did not. The study focused on leader behaviours in SA, thus it was ideal to use a questionnaire that promotes generalisability for non-US cultures. The questions were aimed at ascertaining the participant’s manager’s leadership behaviour and whether it is oriented towards transformational leadership.

4.8.3 Service leadership scale

Schneider, White and Paul (1998) define service leadership behaviour as focusing on encouraging followers to go the extra mile to deliver on customer service and needs. In order to measure the degree to which a manager’s leadership behaviour is oriented towards delivery on customer service, a couple of questions were used in the study.

Table 11 below provides a view and sources of the questions used in the study to ascertain the manager’s leadership behaviour orientation towards service leadership.

Table 11: Service leadership measurement instrument questions

Question	Citation
Asks our external customers to evaluate the quality of work and service	Schneider, White and Paul (1998)
Informs us about external customer evaluations of the quality of service delivered by our business	Schneider, White and Paul (1998)
Emphasises the setting of performance standards that promote the identification of high-quality service and the employee’s ability to handle customer needs	Schneider, Ehrhart, Mayer, Saltz and Niles-Jolly (2005)
Provides a clear direction that is aligned with the objective of enhancing service quality	Hong, Liao, Hu and Jiang (2013)
Focuses on communicating a commitment to customer service	Zheng, Graham, Epitropaki and Snape (2020)

4.9 Data analysis

4.9.1 Data cleaning

Once the data was received and exported from Google forms into Microsoft Excel, the next step was to clean the data and further code where necessary. In cleaning the data, the first step was to discard all data entries deemed invalid based on the screening question. One participant's response was removed from the data based on this. The second step involved identifying missing data. The data set consisted of 4,437 data entries, which based on available data points, had 18 missing data entries. This missing data was at random and as an example would be a result of a participant missing one question out of the total 27 questions in the questionnaire. This meant that less than 0.5% of data points had missing data.

Rubin (1976), classified missing information into three categories as missing completely at random (MCAR), missing at random (MAR) and missing not at random (MNAR). The missing data in the study was classified as MCAR, as the missing values were not related to either a specific value or the set of obtained responses. One of the ways suggested to deal with missing data is to do a mean substitution (Rubin, 1976). This involves using the mean of the variable in the place of the missing data. The researcher used this method to deal with missing data during the data cleaning process.

No outliers were considered for removal as the measurement scale was in the form of Likert scales, thus making it impossible for outliers to occur with responses limited to within the Likert scale parameters.

4.9.2 Validity and reliability

The fourth step involved the process of testing the validity and reliability of the measurement instruments used to measure the constructs. Validity measures the accuracy of the scale that was used to collect the data and reliability the consistency of the measures (Hair, Black, Babin & Anderson, 2014, p.3-4).

Before any test for validity could be conducted the Kaiser-Meyer-Olkin (KMO) index and Bartlett's test of sphericity tests were conducted to test how suitable the data was for factor analysis. The KMO test measures sampling adequacy for each variable (Beavers, Lounsbury, Richards & Huck, 2013). The index ranges from 0-1

with a minimum of 0.6 recommended as good. Bartlett's test of sphericity tests the overall correlations within a correlation matrix. This test should be significant ($p < 0.05$) for factor analysis to be appropriate (Tobias & Carlson, 1969). Once these tests are conducted and the data meets the criteria, factor analysis can then be conducted.

Table 12: Kaiser-Meyer-Olkin (KMO) interpretation guideline

KMO Index Value	Interpretation
0.90 – 1.00	Marvellous
0.80 – 0.89	Meritorious
0.70 – 0.79	Middling
0.60 – 0.69	Mediocre
0.50 – 0.59	Miserable
0.00 – 0.49	Do not factor

Note: Adapted from Beavers et al. (2013)

In testing for validity, confirmatory factor analysis (CFA) was used in the study. CFA was used as the variables were assigned based on prior theory (Hair et al., 2014, p603). The measures, derived from available theory, were tested whether they represent reality. There are three components to measure validity according to Hair et al. (2014), these are convergent validity, discriminant validity and nomological validity. Convergent validity “assess the degree to which two measures of the same concept are correlated” (Hair et al., 2014, p.124); discriminant validity “is the degree to which two conceptually similar concepts are distinct” (Hair et al., 2014, p.124) and nomological validity refers to “the degree that the summated scale makes accurate predictions of other concepts in a theoretically based model” (Hair et al., 2014, p.124). In the case of convergent validity, the factor loading is required to be above 0.5. The average variance extracted was used to determine whether there was a concern with discriminant validity.

To measure reliability, which is typically estimated by Cronbach's alpha, according to Zikmund (2010). Cronbach's alpha test was used in this study. For a measurement scale to be deemed reliable, Cronbach's alpha should be > 0.7 (Christmann & Van Aelst, 2006; Hair et al., 2014). Furthermore, it was noted that with questionnaires that have less than ten questions it is common to have low Cronbach alpha scores, in which case the mean inter-item correlation would be determined - ideal scores are between 0.2 to 0.4 (Gulliksen, 1945). Additionally, item-total

correlation was determined as another step to test for reliability. This is done by correlating the individual sum score to the sum of all scores, and a score of greater than 0.3 is deemed adequate (Cristobal, Flavián & Guinaliu, 2007).

4.9.3 Descriptive statistics of the population

The fifth step in the data analysis process involved determining descriptive statistics to describe the population. The demographic data was collected in the form of nominal data for gender, tenure, and sector. Nominal data indicates the presence of an attribute but not an amount (Hair et al., 2014, p.2). Interval data was collected for age. The descriptive questions asked were guided by literature in Chapter 2, as well as previous studies conducted.

Hair et al. (2014) highlight that often tests of skewness and kurtosis are omitted, but these have an important implication for analysis. These tests were conducted, and results and implications can be found in Chapter 5.

4.9.4 Statistical models

The study utilised Likert scales to collect data. Some researchers have found that Likert data with five or more categories can be treated as continuous data without harm to the analysis (Johnson & Creech, 1983; Norman, 2010; Sullivan & Artino, 2013; Zumbo & Zimmerman, 1993). The Likert scales in this study met the condition of five or more categories. This opened the possibilities of which statistical tests can be used in the study.

In testing the hypotheses, to test if relationships exist between the leadership behaviours and the dependent employee engagement construct, Pearson's correlation was used. Furthermore, a regression analysis was conducted to show the model fit. These tests assume that there are no outliers, the variables are continuous, there is linearity, there is homoscedasticity and observations are independent of each other.

Additional tests used include the two-way ANOVA. This test was used to test for the differences between participants working in the service sector against those in the non-service sectors. This test assumed that samples were normally distributed, samples are independent, and the variances of the samples are equal.

Various tests are conducted in Chapter 5 to test these assumptions.

4.10 Assumptions

Firstly, the literature in Chapter 2 was used as a basis to assume that some basic relationship between employee engagement and leadership behaviours exists. This was because findings from previous studies suggested that a positive relationship exists between transformational and service leadership to employee engagement. The second assumption made was that the sample population is homogenous, and a relationship between the constructs exists. This assumption meant that sociodemographic factors were not taken into account as potential influencers of the participants' responses (Bornstein et al., 2013). An example would be the influence of race in the context of South Africa. The third assumption made was that by limiting the survey to the convenience sample and not sharing it via platforms such as LinkedIn and Facebook, the sample would be contained to SA respondents.

4.11 Limitations of the study

This study has several limitations from a methodological perspective. Firstly, Non-response bias refers to a mistake one expects to make in estimating the population characteristic as those who did not respond could be a type of the population that is under-represented (Barclay et al., 2002). Therefore, we cannot rule out that the sample could be biased towards a particular group of the population. Secondly, convenience sampling was a limitation as the non-probabilistic sampling method targets a sample of the population that meet criteria such as easy accessibility, geographical proximity and availability (Etikan et al., 2016). Therefore, excluding those in the population who fell outside of these criteria. The third limitation arises as the manager's leadership behaviour was as perceived by the participant. This could have given rise to a form of social desirability bias (Nederhof, 1985). Lastly, the measurement instrument used to measure service leadership has not been tested in this form. The instrument consisted of questions that have been independently tested by different researchers, however the consequence of using these questions together is unknown. However, the instrument was tested for reliability and validity in this study.

4.12 Conclusion

This chapter provided a breakdown of the research approach the study followed. Quantitative research methods were used, and the supporting reasoning of why these methods were used was provided. The data analysis process included the discarding of data deemed as invalid based on the screening question and the handling of missing data through the mean substitution method. Confirmatory factor analysis and Cronbach's alpha tests were used to test the reliability and validity of the measurement instruments used to measure the constructs.

The next chapter, Chapter 5, provides a detailed output of the statistical tests conducted and their interpretations.

5. Chapter 5: Results

5.1 Introduction

In Chapter 5 the results of the analyses conducted are presented as per the research methodology defined in Chapter 4. Firstly, the sample demographic information is outlined. Thereafter, the tests for reliability and validity of the measurement instruments are shown followed by the descriptive statistics. Lastly, the hypotheses test results are provided, and chapter summarised.

5.2 Demographic information

5.2.1 Gender

Figure 6: Male to female respondents participating in the survey as a percentage of total participants

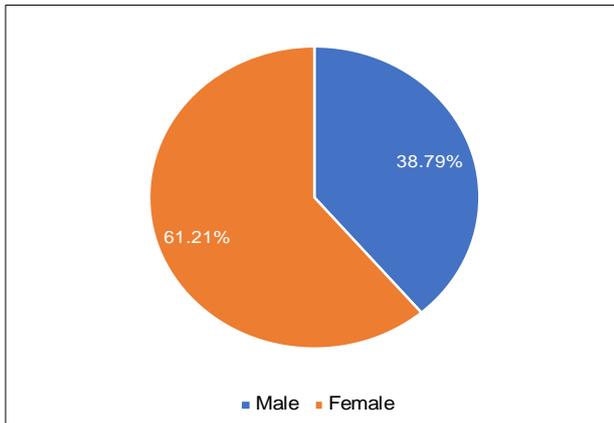


Figure 6 above shows the percentage split of respondents by gender. Females made up the majority of respondents. Females made up 61.21% of the total compared to males who made up 38.79%.

5.2.2 Age

Figure 7: Percentage distribution of the age category of the respondents participating in the survey

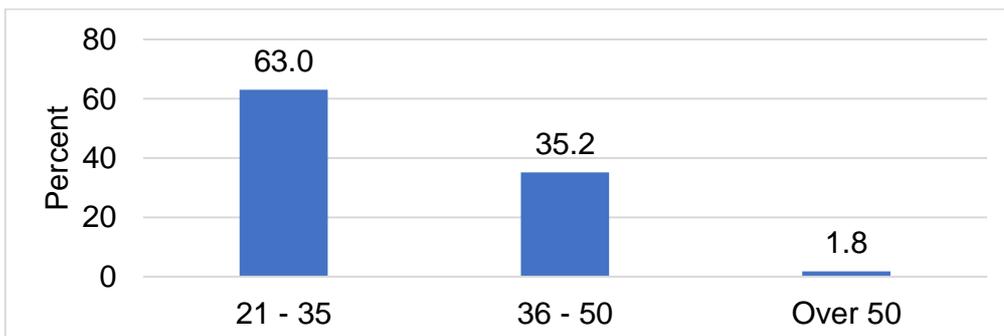


Figure 7 above shows that majority of respondents fell into the 21 – 35 years old age category. No respondents reported being “under 20” years old. This category consisted of 63% of respondents. The category of over 50 years old consisted of the least number of respondents, 1.8% of the total sample fell into this category. This result could be as a result of the sampling technique used. With convenience sampling, the 21 – 35 years old group were the most easily accessible.

5.2.3 Tenure

Figure 8: Percentage split showing what percentage of respondents have been with their current manager for less than or more than six months

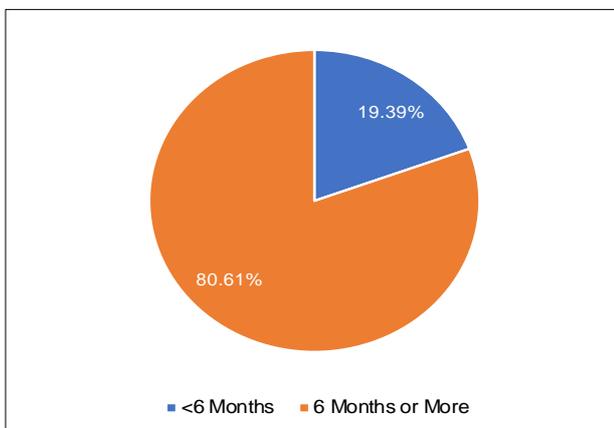


Figure 8 above indicates how long the respondent has reported to the particular manager whose leadership behaviour is captured. The above shows that the majority of respondents have reported to their current managers for six or more months, with 19.39% stating they have reported to their manager for less than six months.

5.2.4 Sector

Figure 9: Service vs Non-service sector percentage split

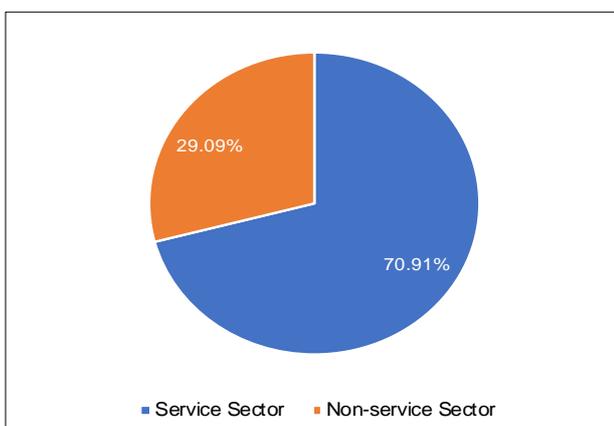


Figure 9 above gives an indication of the split between service and non-service sectors that the respondents work in. Majority of the respondents claimed to work in the service sector based on the definition provided. 29.09% of respondents indicated that they worked in a sector that was anything else but the service sector.

5.2.5 Summary and differences in demographic responses

From the demographic statistics, the majority of respondents were female, and the largest age category observed was between 21 – 35 years old. Each of these statistics contributed over 60%. A substantial majority of respondents indicated that they work in the service sector; there were over 70% of respondents in the service sector. Over 80% have been with their manager for more than six months, which was encouraging as there would have been enough interactions to perceive the manager’s leadership behaviour.

5.3 Test for instrument reliability and validity

Validity measures the accuracy of the scale used to collect the data and reliability the consistency of the measures used (Hair et al., 2014, p.3-4). In testing for validity, CFA was used. A reliable measurement instrument minimises random measurement error. Table 13 below provides a guideline on the interpretation of Cronbach’s alpha, a measure for internal consistency.

Table 13: Cronbach’s alpha interpretation guideline

Cronbach’s alpha coefficient value range	Interpretation
> 0.90	Excellent
0.80 – 0.89	Good
0.70 – 0.79	Acceptable
0.60 – 0.69	Questionable
0.50 – 0.59	Poor
< 0.50	Unacceptable

Note: Derived from the workings of George and Mallery (2003)

An issue noted from using Cronbach’s alpha is the positive relationship it tends to have with the number of items in the scale because an increase in the number of items in the scale will increase reliability (Hair et al., 2014, p.123).

5.3.1 Reliability and validity test for employee engagement

The shortened UWES-9, developed by Schaufeli and Bakker (2003), was used to measure the levels of employee engagement. Table 14 below provides a breakdown of the questions used in the instrument to gather data.

Table 14: Measurement instrument used to measure the construct of employee engagement

Label	Item
EE1	At my work, I feel bursting with energy
EE2	At my job, I feel strong and vigorous
EE3	I am enthusiastic about my job
EE4	My job inspires me
EE5	When I get up in the morning, I feel like going to work
EE6	I feel happy when I am working intensely
EE7	I am proud on the work that I do
EE8	I am immersed in my work
EE9	I get carried away when I am working

Note: Source of items UWES-9 Schaufeli and Bakker (2003)

Table 15 shows the Cronbach's alpha for the employee engagement scale. The Cronbach alpha of 0.939 is greater than 0.900, which is considered excellent (refer to Table 13). This score indicates that the scale was reliable.

Table 15: Cronbach's Alpha for Employee Engagement

Cronbach's Alpha	0.939
N of items	9

Table 16 shows the total statistics of the Cronbach's alpha to check whether deleting an item from the scale would improve the scale's reliability. The scores suggest that by deleting any of the items, the Cronbach alpha would not be improved. Thus, no items were deleted.

Table 16: Employee Engagement Cronbach's Alpha - Total Statistics

Item	Cronbach's Alpha if Item Deleted
EE1	0.934
EE2	0.931
EE3	0.928
EE4	0.926
EE5	0.928
EE6	0.938
EE7	0.933
EE8	0.932
EE9	0.938

An additional measure of reliability, item-total correlation, was also determined. This is done by correlating the individual sum score to the sum of all scores. All correlation coefficients were greater than the ideal 0.3 indicating an adequate item correlation (Cristobal et al., 2007). Three of the correlations were higher than 0.8; thus, we need to keep an eye on the issue of multicollinearity.

Table 17: Inter-item correlation matrix for the employee engagement scale

	EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9
EE1	1.000	0.795	0.674	0.691	0.742	0.477	0.509	0.528	0.410
EE2	0.795	1.000	0.753	0.725	0.764	0.544	0.566	0.589	0.523
EE3	0.674	0.753	1.000	0.873	0.813	0.582	0.615	0.656	0.511
EE4	0.691	0.725	0.873	1.000	0.831	0.572	0.720	0.689	0.498
EE5	0.742	0.764	0.813	0.831	1.000	0.545	0.577	0.665	0.503
EE6	0.477	0.544	0.582	0.572	0.545	1.000	0.625	0.515	0.583
EE7	0.509	0.566	0.615	0.720	0.577	0.625	1.000	0.732	0.624
EE8	0.528	0.589	0.656	0.689	0.665	0.515	0.732	1.000	0.729
EE9	0.410	0.523	0.511	0.498	0.503	0.583	0.624	0.729	1.000

The KMO test was conducted, and Table 18 below indicates that the KMO index result was 0.890, which is considered “meritorious” as it exceeds 0.8. For the KMO test, a result above 0.6 is considered acceptable (Beavers et al., 2013). Bartlett’s test of sphericity was statistically significant ($p < 0.001$), which is less than 0.05, meaning that factors that form the variable are satisfactory. The outcome reveals that there is no high correlation or coefficient among the items, and the data is adequate for factor analysis.

Table 18: KMO and Bartlett’s test for Employee Engagement

Kaiser-Meyer-Olkin measure of sampling adequacy		0.890
Bartlett’s test of sphericity	Approx. Chi-square	1314.76
	Df	36
	Sig.	0.000

CFA was conducted on the employee engagement measurement scale. Table 19 below shows the resulting factor loadings. All the factor loadings are greater than the ideal of 0.7 (Hair et al., 2014), thus verifying the validity of the employee engagement measurement scale.

Table 19: Factor analysis results for employee engagement construct

Component	Factor Loading
EE1	0.793
EE2	0.851
EE3	0.885
EE4	0.901
EE5	0.880
EE6	0.726
EE7	0.804
EE8	0.824
EE9	0.716

5.3.2 Reliability and validity test for transformational leadership

The measurement scale used to measure whether the manager’s leadership behaviour is oriented towards transformational leadership was developed by Alban-Metcalfe and Alimo-Metcalfe (2000). The scale was chosen from literature since the authors developed it specifically with generalisability in mind. They were concerned that other transformational leadership questionnaires are not generalisable for non-US cultures. Table 20 provides a breakdown of the questions used.

Table 20: Measurement instrument used to measure the construct of transformational leadership

Label	Item
TL1	Genuine interest in me as an individual; develops my strengths
TL2	Sensitive to the political pressures that elected members face; understands the political dynamics of the leading group; can work with elected member to achieve results
TL3	Decisive when required; prepared to take difficult decisions; self-confident; resilient to setback
TL4	Makes it easy for me to admit mistakes; is trustworthy, takes decisions based on moral and ethical principles
TL5	Trusts me to take decision/initiatives on important issues; delegates effectively; enables me to use my potential
TL6	Has a wide network of links to external environment; effectively promotes the work/achievements of the department/organization to the outside world; is able to communicate effectively the vision of the authority/department to the public community
TL7	Accessible to staff at all levels; keeps in touch using face-to-face communication
TL8	Defines boundaries of responsibility; involves staff when making decisions; keeps people informed of what is going on
TL9	Encourages the questioning of traditional approaches to the job; encourages people to think wholly new approaches/solutions to problems; encourages strategic, rather than short-term thinking

Note: Source Alban-Metcalfe and Alimo-Metcalfe (2000)

Table 21 shows the Cronbach's alpha for the transformational leadership scale. The Cronbach alpha of 0.903 is greater than 0.900, which is considered excellent (refer to Table 13). This score indicates that the scale is reliable.

Table 21: Cronbach's Alpha for Transformational Leadership

Cronbach's Alpha	0.903
N of items	9

Table 21 shows the total statistics of the Cronbach's alpha to check whether deleting an item from the scale would improve the scale's reliability. The scores suggest that by deleting any of the items, the Cronbach's alpha would not be improved. Thus, no items were deleted.

Table 22: Transformational Leadership Cronbach's Alpha - Total Statistics

Item	Cronbach's Alpha if Item Deleted
TL1	0.886
TL2	0.889
TL3	0.895
TL4	0.893
TL5	0.897
TL6	0.893
TL7	0.902
TL8	0.886
TL9	0.886

An additional measure of reliability, item-total correlation, was also determined. This is done by correlating the individual sum score to the sum of all scores. All correlation coefficients were greater than 0.3, except for one. The correlation between TL5 and TL7 returned a score of 0.281 (less than the ideal > 0.3). However, this score was above 0.2, thus was not considered for deletion (Cristobal et al., 2007; Gulliksen, 1945). The correlations were also not too high (< 0.8), thus there should not be a problem of multicollinearity.

Table 23: Inter-item correlation matrix for the transformational leadership scale

	TL1	TL2	TL3	TL4	TL5	TL6	TL7	TL8	TL9
TL1	1.000	0.682	0.511	0.588	0.538	0.479	0.419	0.649	0.605
TL2	0.682	1.000	0.540	0.516	0.511	0.529	0.406	0.570	0.550
TL3	0.511	0.540	1.000	0.475	0.387	0.546	0.325	0.521	0.554
TL4	0.588	0.516	0.475	1.000	0.583	0.427	0.316	0.562	0.530
TL5	0.538	0.511	0.387	0.583	1.000	0.392	0.281	0.484	0.501
TL6	0.479	0.529	0.546	0.427	0.392	1.000	0.551	0.523	0.550
TL7	0.419	0.406	0.325	0.316	0.281	0.551	1.000	0.467	0.505
TL8	0.649	0.570	0.521	0.562	0.484	0.523	0.467	1.000	0.682
TL9	0.605	0.550	0.554	0.530	0.501	0.550	0.505	0.682	1.000

The KMO test was conducted, and Table 24 below indicates that the KMO index result was 0.914, which is considered “marvellous” as it exceeds 0.9. For the KMO test, a result above 0.6 is considered acceptable (Beavers et al., 2013). Bartlett’s test of sphericity was statistically significant ($p < 0.001$), which means the factors that form the variable were satisfactory (< 0.05). The outcome reveals that there is no high correlation or coefficient among the items, and the data is adequate for factor analysis.

Table 24: KMO and Bartlett’s test for Transformational Leadership

Kaiser-Meyer-Olkin measure of sampling adequacy		0.914
Bartlett’s test of sphericity	Approx. Chi-square	745.199
	Df	36
	Sig.	0.000

CFA was conducted on the employee engagement measurement scale. Table 25 below shows the factor loadings. All the factor loadings are greater than the ideal of 0.7 (Hair et al., 2014), besides TL5 and TL7. Inclusion of these items in the calculation of the construct may raise some issues and negatively affect the validity of the analyses, these were considered for removal from the scale. However, a repeated Cronbach’s alpha on the 7-item scale was 0.896 less than the 0.903 on the 9-item scale. Based on this and some studies recommending the threshold of 0.5 (Hair et al., 2014), items TL5 and TL7 were kept in the scale.

Table 25: Factor analysis results for the transformational leadership construct

Component	Factor Loading
TL1	0.818
TL2	0.791
TL3	0.720
TL4	0.741
TL5	0.690
TL6	0.735
TL7	0.617
TL8	0.815
TL9	0.816

5.3.3 Reliability and validity test for service leadership

The measurement instrument to measure service leadership was developed using the available literature. Table 26 provides a breakdown of the questions used.

Table 26: Measurement instrument used to measure the construct of service leadership

Label	Item
SL1	Asks our external customers to evaluate the quality of work and service
SL2	Informs us about external customer evaluations of the quality of service delivered by our business
SL3	Emphasises the setting of performance standards that promote the identification of high-quality service and the employee's ability to handle customer needs
SL4	Provides a clear direction that is aligned with the objective of enhancing service quality
SL5	Focuses on communicating a commitment to customer service

Note: Sourced from various authors Hong, Liao, Hu and Jiang (2013); Schneider, White and Paul (1998); Schneider, Ehrhart, Mayer, Saltz and Niles-Jolly (2005); Zheng, Graham, Epitropaki and Snape (2020)

Table 27 shows the Cronbach's alpha for the service leadership scale. The Cronbach alpha of 0.885 is greater than 0.800, which is considered good (refer to Table 13). This score indicates that the scale was reliable.

Table 27: Cronbach's Alpha for Service Leadership

Cronbach's Alpha	0.885
N of items	5

Table 28 shows the total statistics of the Cronbach's alpha to check whether deleting an item from the scale would improve the scale's reliability. The scores suggest that by deleting any of the items, the Cronbach alpha would not be improved. Thus, no items were deleted.

Table 28: Service Leadership Cronbach's Alpha - Total Statistics

Item	Cronbach's Alpha if Item Deleted
SL1	0.885
SL2	0.852
SL3	0.856
SL4	0.847
SL5	0.861

An additional measure of reliability, item-total correlation, was also determined. This is done by correlating the individual sum score to the sum of all scores. All correlation coefficients were greater than 0.3, indicating an adequate item correlation (Cristobal et al., 2007). The correlations were also not too high (< 0.8), thus there should not be a problem of multicollinearity.

Table 29: Inter-item correlation matrix for the service leadership scale

	SL1	SL2	SL3	SL4	SL5
SL1	1.000	0.723	0.507	0.502	0.440
SL2	0.723	1.000	0.586	0.619	0.581
SL3	0.507	0.586	1.000	0.750	0.687
SL4	0.502	0.619	0.750	1.000	0.780
SL5	0.440	0.581	0.687	0.780	1.000

The KMO test was conducted, and Table 30 below indicates that the KMO index result was 0.818, which is considered "meritorious" as it exceeds 0.8. For the KMO test, a result above 0.6 is considered acceptable (Beavers et al., 2013). Bartlett's test of sphericity was statistically significant ($p < 0.001$), which is less than 0.05, meaning that the factors that form the variable are satisfactory. The outcome reveals that there is no high correlation or coefficient among the items, and the data is adequate for factor analysis.

Table 30: KMO and Bartlett's test for Service Leadership

Kaiser-Meyer-Olkin measure of sampling adequacy		0.818
Bartlett's test of sphericity	Approx. Chi-square	509.397
	Df	10
	Sig.	0.000

CFA was conducted on the service leadership measurement scale. Table 31 below shows the factor loadings. All the factor loadings are greater than the ideal of 0.7

(Hair et al., 2014), thus verifying the validity of the service leadership measurement scale.

Table 31: Factor analysis results for the service leadership construct

Component	Factor Loading
SL1	0.747
SL2	0.838
SL3	0.852
SL4	0.884
SL5	0.843

5.4 Descriptive statistics

Table 32, 33 and 34 below depicts the frequency distribution of the respondent's answers per question in the survey. Table 30 depicts the aggregated means, standard deviations, and test for skewness per construct. Table 31 shows the results of the test for normality for each variable measured in the study.

Table 32: Frequency distribution (%) of responses collected from the questionnaire for employee engagement measurement scale

Response	% of response								
	EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9
Never	3.6	3.6	4.8	5.5	7.9	3.1	3.0	1.8	2.4
Almost never	6.7	5.5	6.1	11.5	15.7	4.8	3.0	6.7	3.1
Rarely	17.0	14.5	9.1	9.1	18.8	9.7	6.7	7.2	7.3
Sometimes	27.3	26.1	18.8	18.2	12.1	13.3	9.7	17.6	19.4
Often	23.0	26.1	28.5	22.4	23.0	22.4	19.4	20.6	23.6
Very often	15.7	20.0	23.0	23.0	17.0	29.1	36.4	30.9	23.0
Always	6.7	4.2	9.7	10.3	5.5	17.6	21.8	15.2	21.2

Note: EE = Employee Engagement

From Table 32, it can be observed that the frequency of the responses range from 1.8% to 36.4%. The highest frequencies, across all the variables, can be observed on the following responses "Sometimes", "Often" and "Very often". Table 36 depicts the test for normality across the variables. It is observed that variables EE1, EE2, EE3, EE4, EE5, EE6, EE8 and EE9 all have statistics that are between -1.00 and +1.00 for skewness, thus fairly symmetrical. However, variable EE7 has skewness of -1.126 which suggests it may be excessively skewed to the left. It is also observed that variables EE1, EE2, EE3, EE4, EE7, EE6, EE8 and EE9 all have statistics that are between -1.00 and +1.00 for kurtosis, thus fairly symmetrical. A general guideline for skewness and kurtosis is if the statistic is $> +1.00$ or < -1.00 then its substantially

skewed or peaked (Hair et al., 2014). However, variable EE5 has kurtosis of -1.077, which suggests it may be excessively flat.

Table 33: Frequency distribution (%) of responses collected from the questionnaire for transformational leadership measurement scale

Response	% of response								
	TL1	TL2	TL3	TL4	TL5	TL6	TL7	TL8	TL9
Not at all	9.7	10.3	8.5	6.7	6.7	7.3	3.6	6.7	7.9
Once in awhile	18.8	13.9	12.1	14.5	9.1	12.1	13.3	18.2	14.5
Sometimes	19.4	26.7	19.4	26.7	20.0	26.1	20.6	24.8	21.2
Fairly often	31.5	35.8	28.5	27.9	33.3	32.7	33.3	30.9	32.2
Frequently/Always	20.6	13.3	31.5	24.2	30.9	21.8	29.2	19.4	24.2

Note: TL = Transformational Leadership

From Table 33, it can be observed that the frequency of the responses range from 3.6% to 35.8%. The highest frequencies, across all the variables, can be observed on the following responses “Sometimes”, “Fairly often” and “Frequently/Always”. Table 36 depicts the test for normality across the variables. It is observed that all variables have statistics that are between -1.00 and +1.00 for skewness and kurtosis, thus fairly symmetrical.

Table 34: Frequency distribution (%) of responses collected from the questionnaire for service leadership measurement scale

Response	% of response				
	SL1	SL2	SL3	SL4	SL5
Not at all	15.2	9.6	4.2	7.3	3.0
Once in awhile	17.0	15.8	9.1	10.3	8.5
Sometimes	16.9	26.1	24.8	23.6	20.0
Fairly often	33.9	27.9	37.1	38.8	41.2
Frequently/Always	17.0	20.6	24.8	20.0	27.3

Note: SL = Service Leadership

From Table 34, it can be observed that the frequency of the responses range from 3.0% to 41.2%. The highest frequencies, across all the variables, can be observed on the following responses “Sometimes”, “Fairly often” and “Frequently/Always”. Table 36 depicts the test for normality across the variables. It is observed that all variables, except SL1, have statistics that are between -1.00 and +1.00 for skewness and kurtosis, thus fairly symmetrical. The variable SL1 has a kurtosis statistic of > -1.00 suggesting that it is fairly flat.

Table 35: Aggregated means, standard deviations and test for skewness

	N	Min.	Max.	Mean	Std. Dev	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
EE	165	0.00	6	3.72	1.27	-0.513	0.189	-0.136	0.376
TL	165	0.22	4	2.51	0.90	-0.468	0.189	-0.392	0.376
SL	165	0.00	4	2.52	0.97	-0.531	0.189	-0.258	0.376

Table 35 depicts the aggregated descriptive statistics of the constructs. It is observed that the skewness and kurtosis reported statistics are between -1.00 and +1.00, thus fairly symmetrical. The data at the aggregated level can be classified as exhibiting a normal distribution.

Table 36: Normality of each item measured in the study

Variable	Skewness	Kurtosis
EE1	-0.179	-0.369
EE2	-0.414	-0.186
EE3	-0.633	-0.111
EE4	-0.445	-0.725
EE5	-0.093	-1.077
EE6	-0.748	-0.100
EE7	-1.126	0.847
EE8	-0.685	-0.202
EE9	-0.635	0.006
TL1	-0.348	-0.969
TL2	-0.445	-0.609
TL3	-0.621	-0.676
TL4	-0.384	-0.742
TL5	-0.765	-0.226
TL6	-0.499	-0.519
TL7	-0.582	-0.537
TL8	-0.308	-0.813
TL9	-0.497	-0.721
SL1	-0.338	-1.093
SL2	-0.322	-0.848
SL3	-0.641	-0.111
SL4	-0.649	-0.240
SL5	-0.775	0.164

Note: EE = Employee Engagement, TL = Transformational Leadership and SL = Service Leadership

5.5 Hypotheses tests

5.5.1 Hypothesis 1

Research question one: Is there a significant relationship between perceived transformational leadership behaviours and employee engagement?

The following null (H_0) and alternate (H_1) hypothesis were defined to test and describe the relationship between the perceived transformational leadership construct and the impact on the levels of employee engagement.

- Null hypothesis one (H_0): There is no significant relationship between levels of employee engagement and perceived transformational leadership behaviours
- Alternate hypothesis one (H_1): There is a significant relationship between levels of employee engagement and perceived transformational leadership behaviours

The correlation between these two constructs was tested in SPSS using the Pearson's correlation coefficient. Pearson's correlation was used based on the assumption highlighted in the methodology that Likert scale data can be treated as continuous data without harm to the analysis. The results are displayed in Table 37 below.

Table 37: Pearson's correlation for employee engagement and transformational leadership constructs

		Employee Engagement	Transformational Leadership
Employee Engagement	Correlation Coefficient	1	.472**
	Sig. (2-tailed)		0.000
	N	165	165
Transformational Leadership	Correlation Coefficient	.472**	1
	Sig. (2-tailed)	0.000	
	N	165	165

**Correlation significant at the 0.05 level

There was a significant positive correlation between participants ratings of their level of employee engagement and their manager's perceived leadership behaviour orientation towards transformational leadership. The $r_s = 0.472$ and $p < 0.001$. This indicates a moderate positive relationship between levels of employee engagement

and the perceived transformational leadership behaviour of the manager. The significance level is less than 0.05 ($p < 0.001$).

Further to this, regression analysis was performed to further interrogate the relationship between employee engagement and transformational relationship. Table 38 below provides the output.

Table 38: Model summary for the relationship between employee engagement and transformational leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.472 ^a	0.223	0.218	1.12

Note: a. Predictors: (Constant), Transformational Leadership; b. Dependent variable: Employee Engagement

The adjusted coefficient of determination is 0.223, which indicates that the manager's perceived leadership behaviour orientation to transformational leadership explains 22.3% of the variance in the level of employee engagement.

Thus, we have sufficient evidence to reject the null (H_01) hypothesis in favour of the alternate (H_11) hypothesis.

5.5.2 Hypothesis 2

Research question two: Is there a significant relationship between perceived service leadership behaviours and employee engagement?

The following null (H_02) and alternate (H_12) hypothesis were defined to test and describe the relationship between the perceived service leadership construct and the impact on the levels of employee engagement.

- Null hypothesis two (H_02): There is no significant relationship between levels of employee engagement and perceived service leadership behaviours
- Alternate hypothesis two (H_12): There is a significant relationship between levels of employee engagement and perceived service leadership behaviours

The correlation between these two constructs was tested in SPSS using the Spearman's correlation coefficient. The results are displayed in Table 39 below.

Table 39: Pearson's correlation for employee engagement and service leadership constructs

		Employee Engagement	Service Leadership
Employee Engagement	Correlation Coefficient	1	.421**
	Sig. (2-tailed)		0.000
	N	165	165
Service Leadership	Correlation Coefficient	.421**	1
	Sig. (2-tailed)	0.000	
	N	165	165

**Correlation significant at the 0.05 level

There was a significant positive correlation between participants ratings of their level of employee engagement and their manager's perceived leadership behaviour orientation towards service leadership. The $r_s = 0.421$ and $p < 0.001$. This indicates a moderate positive relationship between levels of employee engagement and the perceived service leadership behaviour of the manager. The significance level is less than 0.05 ($p < 0.001$).

Further to this, regression analysis was performed to further interrogate the relationship between employee engagement and service leadership. Table 40 below provides the output.

Table 40: Model summary for the relationship between employee engagement and service leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.421 ^a	0.177	0.172	1.15

Note: a. Predictors: (Constant), Service Leadership; b. Dependent variable: Employee Engagement

The adjusted coefficient of determination is 0.177, which indicates that the manager's perceived leadership behaviour orientation to service leadership explains 17.7% of the variance in the level of employee engagement.

Thus, we have sufficient evidence to reject the null (H_0) hypothesis in favour of the alternate (H_1) hypothesis.

5.5.3 Hypothesis 3

Research question three: Is there a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement, when moderated for service and non-service sectors?

The following null (H_{03}) and alternate (H_{13}) hypothesis were defined to test whether there is a significant difference in the relationship between employee engagement and perceived transformational between two groups differentiated by the sector they work in.

- Null hypothesis three (H_{03}): There is no significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors
- Alternate hypothesis three (H_{13}): There is a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors

Firstly, before running the two-way ANOVA test, the assumptions to run the ANOVA were tested. The first assumption which states two or more independent variables, each with two or more levels must be met. This assumption was met with the independent variables being sector and transformational leadership and each with two or more levels (2X5). The second assumption is to test for the homogeneity of variances of groups in the independent variables tested with the Levene's test. This returned a non-significant result ($p > 0.05$), the assumption of homogeneity has been met. Thus, we can assume that variances between the groups are equal.

Table 41: Levene's test of equality of error variances for hypothesis 3

		Levene Statistic	df1	df2	Sig.
Employee Engagement	Based on Mean	0.015	1	163	0.903

A two-way ANOVA test was conducted in SPSS with employee engagement as the dependent variable and the fixed factors as transformational leadership and sector. The results are displayed in Table 42 below.

Table 42: Tests of between-subjects effects (hypothesis 3)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	139.286	52	2.679	2.410	0.000	0.528
Intercept	1082.748	1	1082.748	974.177	0.000	0.897
Sector	0.050	1	0.050	0.045	0.832	0.433
Transformational Leadership	94.967	31	3.063	2.756	0.000	0.000
Sector * Transformational Leader	29.165	20	1.458	1.312	0.186	0.190
Error	124.482	112	1.111			
Total	2548.593	165				
Corrected Total	263.768	164				

The interaction effect in the above table is as follows $F(20,112) = 1.312$, $p = 0.186$. The results of the ANOVA test suggest that the interaction effect between sector and transformational leadership is not significant ($p = 0.186$) at a 95% confidence level ($p > 0.05$). There was insufficient evidence to reject the null hypothesis (H_03) based on $F(20,112) = 1.312$, $p = 0.186$. Furthermore, we note that the partial eta squared is 0.19 which means that 19% of the difference in the relationship between employee engagement and transformational leadership is influenced by sector.

Thus, there is no significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors.

5.5.4 Hypothesis 4

Research question four: Is there a significant difference in the relationship between perceived service leadership behaviours and employee engagement, when moderated for service and non-service sectors?

The following null (H_04) and alternate (H_14) hypothesis were defined to test whether there is a significant difference in the relationship between employee engagement and perceived service leadership between two groups differentiated by the sector they work in.

- Null hypothesis four (H₀₄): There is no significant difference in the relationship between perceived service leadership behaviours and employee engagement when moderated for service or non-service sectors
- Alternate hypothesis four (H₁₄): There is a significant difference in the relationship between perceived service leadership behaviours and employee engagement when moderated for service or non-service sectors

Firstly, before running the two-way ANOVA test, the assumptions to run the ANOVA were tested. The first assumption which states two or more independent variables, each with two or more levels must be met. This assumption was met with the independent variables being sector and service leadership and each with two or more levels (2X5). The second assumption is to test for the homogeneity of variances of groups in the independent variables tested with the Levene's test. This returned a significant result ($p < 0.05$), the assumption of homogeneity has thus been violated. Thus, we can assume that variances between the groups exist increasing the chances of falsely rejecting the null hypothesis (Type 1 error). However, according to Brown and Forsythe (1974) when departures from normality are anticipated the mean should be replaced by a more robust central location measure such as the median. Thus, the median was used in this instance and the result is $p = 0.951$ which is not significant. Meaning an ANOVA test can be run.

Table 43: Levene's test of equality of error variances for hypothesis 4

		Levene Statistic	df1	df2	Sig.
Employee Engagement	Based on Mean	1.666	28	126	0.030
	Based on Median	0.582	28	126	0.951

A two-way ANOVA test was conducted in SPSS with employee engagement as the dependent variable and the fixed factors as service leadership and sector. The results are displayed in Table 44 below.

Table 44: Tests of between-subjects effects (hypothesis 4)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	112.743	38	2.967	2.475	0.000	0.427
Intercept	959.584	1	959.584	800.578	0.000	0.864
Sector	0.993	1	0.993	0.828	0.364	0.007
Transformational Leadership	74.214	20	3.711	3.096	0.000	0.329
Sector * Transformational Leader	35.227	17	2.072	1.729	0.046	0.189
Error	151.025	126	1.199			
Total	2548.593	165				
Corrected Total	263.768	164				

The interaction effect in the above table is as follows $F(17,126) = 1.729, p = 0.046$. The results of the ANOVA test suggest that the interaction effect between sector and service leadership is significant ($p = 0.046$) at a 95% confidence level ($p < 0.05$). There was sufficient evidence to reject the null hypothesis (H_{04}) based on $F(17,126) = 1.729, p = 0.046$. Furthermore, we note that the partial eta squared is 0.189 which means that 18.9% of the difference in the relationship between employee engagement and service leadership is influenced by sector.

Thus, there is a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors.

5.6 Summary of results

Total number of respondents that took part in the survey were 165. The demographic information should that a large majority of the respondents were female, have reported to their current manager for longer than six months and worked in the service sector.

The reliability and validity of the measurement instruments was analysed resulting in no adjustments to the instruments. Four hypotheses were tested, three of which the null hypothesis was rejected and one with no sufficient evidence to reject the null hypothesis a breakdown of the results is provided in the Table 45 below.

Table 45: Summary of findings from hypotheses tests

#	Hypothesis	Outcome
H ₀₁	There is no significant relationship between levels of employee engagement and perceived transformational leadership behaviours	Rejected
H ₀₂	There is no significant relationship between levels of employee engagement and perceived service leadership behaviours	Rejected
H ₀₃	There is no significant difference in the relationship between perceived transformational leadership behaviours and employee engagement when moderated for service or non-service sectors	Accepted
H ₀₄	There is no significant difference in the relationship between perceived service leadership behaviours and employee engagement when moderated for service or non-service sectors	Rejected

These results are further discussed in Chapter 6.

6. Chapter 6: Discussion of results

6.1 Introduction

This chapter discusses the findings of the analysis performed and the potential implications for leadership styles that may be used to improve employee engagement and performance. Furthermore, the findings are compared with what is currently stated in the literature. Comparisons and contrasts to the major findings from the literature review, performed in Chapter 2, will be shown. The objective of the research was to test whether there is a significant difference in the relationship that transformational leadership behaviour has on the level of employee engagement, to that of service leadership behaviour. The impact on the levels of employee engagement (dependent variable) given transformational leadership (independent variable), an employee-oriented leadership behaviour, was tested. This was followed by testing the impact on the levels of employee engagement given service leadership, a customer-oriented leadership behaviour.

6.2 Overview of demographic variables

A total of 165 responses were received from the online survey. With a total of 165 respondents, a total of 4,455 data entries were expected. However, a total of 4,437 were received in the data resulting in 0.5% of missing data. A mean substitution method was followed to deal with the missing data. Thus, all 165 responses were used in the statistical analyses in the study.

The study considered demographic variables across gender, age, tenure (how long the respondent has been reporting to the manager) and sector (service or non-service). It was found that of the respondents, 61.21% were female, and the remaining 38.79% male. This is skewed towards females who make up 51% of the population (Statssa, 2020). The age distribution of respondents was skewed towards the younger population. Ages between 21-35 years old accounted for 63% of respondents, and only 1.8% of respondents were above the of 50 years old.

The majority of respondents (80.61%) indicated that they have been reporting to their manager for more than six months. This would mean that majority of respondents have had enough time to build a reliable perception of their manager's leadership behaviour. An independent t-test was conducted with transformational leadership and service leadership as the as test variables and tenure as the grouping. The test

returned a $p > 0.05$ ($p = 0.711$; $p = 0.152$) thus confirming that there is no significant difference between the groups. Thus, no concerns were raised over the 19.39% of respondents who have been reporting to their manager for less than 6 months.

In terms of sector, where respondents were asked to indicate whether they worked in a service or non-service sector, 70.91% of respondents indicated they worked in the service sector. This was in line with the understanding that the service sector contributes an estimated 61.2% to South Africa's GDP (Plecher, 2020). This supports the motivation for conducting this study, as service leadership may become more important in the context of the increasing importance of the service sector globally (Deloitte, 2018).

The important demographic variable for this study was that of sector. This variable was used as a moderator in doing the analysis for hypothesis 3 and 4. These hypotheses sort to test whether there is a significant difference in the relationship between the leadership behaviours and level of employee engagement in the context of the sector the participant is employed in. Zhang et al. (2020) in their study suggest that service leadership may be more affective in the service context.

6.3 Overview of constructs

6.3.1 Employee engagement

The shortened UWES-9 measurement instrument developed by Schaufeli, Bakker and Salanova (2006) was used to measure the level of employee engagement. A Cronbach's alpha test was conducted to test the scale for reliability. A Cronbach's alpha of 0.939 was obtained and considered as excellent, and greater than the threshold of 0.6. Thus, indicating that the construct had excellent reliability, confirming that the correct construct was being measured. The Cronbach alpha from this study also compares well with the values obtained by Schaufeli, Bakker and Salanova (2006).

Furthermore, factor analysis was conducted to test the validity of the measurement instrument. All the factor loadings were found to be greater than the ideal 0.7 (Hair et al., 2014). Thus, confirming that there were no convergent validity issues.

The average employee engagement in this study was 3.72, which is closely related to “Often” based on the scale used. Thus, on average, the respondents cognitive, emotional, and behavioural states were directed towards often engaged. The data for employee engagement was negatively skewed and normal distribution. This means the results were loaded on the right and most data was within -3 and +3 standard deviation of the mean.

6.3.2 Transformational leadership

The TLQ-LGV measurement instrument developed by Alban-Metcalfe and Alimo-Metcalfe (2000) was used to measure transformational leadership. This measurement scale was chosen as when developed it aimed to promote generalisability for non-US cultures in comparison to other common instruments used (Alban-Metcalfe & Alimo-Metcalfe, 2000). A Cronbach’s alpha of 0.903 was obtained and considered excellent. Thus, confirming the reliability of the measurement instrument. This suggest that more trust can be placed on this measurement instrument and the data collected in this study.

Furthermore, factor analysis was conducted to test the validity of the measurement instrument. All the factor loadings were found to be greater than the ideal 0.7 (Hair et al., 2014), except for TL5 and TL7. However, the factor loadings for TL5 and TL7 were above the threshold of 0.5 (Hair et al., 2014), which meant that there was no need to remove items from the scale. The items were kept and there was enough evidence to confirm that there were no convergent validity issues.

This confirmed the claimed intent of generalisability of the TLQ-LGV for non-US cultures by Alban-Metcalfe and Alimo-Metcalfe (2000). The measurement was found valid and reliable for the context of South Africa. Thus, this study potentially contributes to the authors claim that the measurement instrument is generalisable for non-US cultures.

The average transformational leadership in this study was 2.51, which is closely related to “Fairly often” based on the scale used. Thus, on average, the respondents perceived their managers to often exhibit transformational leadership behaviour. This suggest that in more instances than not the managers behaviour was perceived as that of transformational leadership. The data for transformational leadership was

negatively skewed. This means the results were loaded on the right and most data was within -3 and +3 standard deviation of the mean.

6.3.3 Service leadership

A review of literature was conducted to put together a series of questions that were used to form part of the measurement instrument for service leadership. Table 46 below provides a list of the questions used.

Table 46: Service leadership measurement instrument questions

Question	Citation
Asks our external customers to evaluate the quality of work and service	Schneider, White and Paul (1998)
Informs us about external customer evaluations of the quality of service delivered by our business	Schneider, White and Paul (1998)
Emphasises the setting of performance standards that promote the identification of high-quality service and the employee's ability to handle customer needs	Schneider, Ehrhart, Mayer, Saltz and Niles-Jolly (2005)
Provides a clear direction that is aligned with the objective of enhancing service quality	Hong, Liao, Hu and Jiang (2013)
Focuses on communicating a commitment to customer service	Zheng, Graham, Epitropaki and Snape (2020)

A Cronbach's alpha of 0.885 was obtained and considered as good, and greater than the threshold of 0.6. Furthermore, factor analysis was conducted and all factors were found to be greater than the ideal 0.7 (Hair et al., 2014). Thus, confirming the reliability and validity of the service leadership scale.

The average service leadership in this study was 2.52, which is closely related to "Fairly often" based on the scale used. Thus, on average, the respondents perceived their managers to often exhibit service leadership behaviour. The data for service leadership was negatively skewed. This means the results were loaded on the right and most data was within -3 and +3 standard deviation of the mean.

6.4 Transformational leadership and employee engagement

To test the relationship between transformational leadership and employee engagement the following research questions were answered in the study:

Research question one: Is there a significant relationship between perceived transformational leadership behaviours and employee engagement?

Research question three: Is there a significant difference in the relationship between perceived transformational leadership behaviours and employee engagement, when moderated for service and non-service sectors?

Hypothesis 1 aimed to test the relationship that transformational leadership has with employee engagement. The benefits of an engaged employee are well documented with Kahn (1992) arguing that the more engaged employees are, the more they find meaning and are willing to give more of themselves. The impact that transformational leadership has on the levels of employee engagement, particularly the positive impact is well researched (Alban-Metcalfe & Alimo-Metcalfe, 2000; Kovjanic, Schuh & Jonas, 2013; Nielsen, Boye, Holten, Jacobsen & Andersen, 2019; Tims, Bakker & Xanthopoulou, 2011).

The study by Kovjanic, Schuh and Jonas (2013), found that transformational leadership induced satisfaction thus subsequently predicting an employee's level of engagement. In their study Breevaart, Bakker, Hetland, Demerouti, Olsen and Espevik (2014), showed that transformational leadership is positively related to an employee's level of engagement. The results of this study seem to confirm the positive relationship that transformational leadership has on the level of employee engagement, since a moderate positive and significant correlation relationship was found between transformational leadership and employee engagement ($r_s = 0.472$ and $p < 0.001$).

The regression model, in this study, with transformational leadership as the predictor explains 22.3% of the variance in employee engagement and was significant at 95% confidence interval ($R^2 = 0.223$, $p < 0.001$). Previous studies looking at the impact that transformational leadership has on the level of engagement place the coefficient of determination range between 16% to 41.8% (Babcock-Roberson & Strickland, 2010; Sahu et al., 2018).

Transformational leadership is defined by Bass (1999) as the leader's ability to move follower's behind a shared vision. As a leadership style, transformational leadership focuses on the employee and creates a sense of purpose. This study, in line with other studies, suggests that transformational leadership behaviours have a positive impact on the level of employee engagement in South African organisations.

Further to this Hypothesis 3 aimed to test whether there is a significant difference in the relationship that transformational leadership has on employee engagement when moderated for service and non-service sectors. The increasing importance of the service sector is evident, a report by Deloitte (2018) showed that the sector's contribution to GDP grew from 69% to 74% between 1997 to 2015. Highlighting the importance to further unpack the relationship between transformational leadership and employee engagement moderated for service and non-service sectors. This study found that there is no significance difference in the relationship between transformational leadership and employee engagement when looking across service and non-service sectors. The positive relationship is maintained across the sectors. The implications of this could be that for organisations not looking to invest too much in different types of leadership training for their managers could opt for transformational leadership as the leadership behaviour that is trained and encouraged.

From a theoretical standpoint the study has contributed to the understanding of the impact that transformational leadership has on the level of employee engagement in South African organisations. The null hypothesis (H_01) was rejected in favour of the alternate hypothesis (H_11), which suggests that there is a significant relationship between transformational leadership and employee engagement. The relationship is moderate and positive ($r_s = 0.472$ and $p < 0.001$) suggesting that leaders across South African organisations could potentially positively influence the levels of employee engagement by engaging in transformational leadership behaviours. The non-rejection of the null hypothesis (H_03) suggests that in South African organisations transformational leadership is equally effective across the different sectors. This may be due to the fact that transformational leaders focus on the employee, described by Bass (1999) as the leader's ability to move followers behind a shared vision through charisma, inspiration and intellectual stimulation. This is something a leader can do in the service or non-service organisation.

6.5 Service leadership and employee engagement

To test the relationship between service leadership and employee engagement the following research questions were answered in the study:

Research question two: Is there a significant relationship between perceived service leadership behaviours and employee engagement?

Research question four: Is there a significant difference in the relationship between perceived service leadership behaviours and employee engagement, when moderated for service and non-service sectors?

Hypothesis 2 aimed to test the relationship that service leadership has with employee engagement. Service leadership is customer-oriented and focuses on encouraging followers to go the extra mile in delivering on the customer need and enhanced service (Schneider et al., 1998). This study found that the relationship between service leadership and employee engagement is moderate, positive and significant ($r_s = 0.421$ and $p < 0.001$). In a study conducted by Zheng, Graham, Epitropaki and Snape (2020) they found that the relationship between service leadership and employee engagement is moderate, positive and significant ($r_s = 0.320$ and $p < 0.01$). This rather interesting as the relationship was found to be stronger in this study which included participants across all sectors versus the study by Zheng et al. (2020) which had participants from the service sector only.

The regression model, in this study, with service leadership as the predictor explains 17.7% of the variance in employee engagement and was significant at a 95% confidence level ($R^2 = 0.177$, $p < 0.001$).

Further to this Hypothesis 4 aimed to test whether there is a significant difference in the relationship that service leadership has on employee engagement when moderated for service and non-service sectors. The increasing importance of the service sector is evident, a report by Deloitte (2018) showed that the sectors contribution to GDP grew from 69% to 74% between 1997 to 2015. Highlighting the importance to further unpack the relationship between service leadership and employee engagement moderated for service and non-service sectors. The rejection of the null hypothesis (H_04) suggests that in South African organisations service leadership is not equally effective across the different sectors. This potentially highlighting the contextual nature of service leadership, possibly better suited for an environment that has customer interactions.

Further analysis on the different groups by sector found that The correlation coefficient is significant and positive when moderated for the service sector ($r_s = 0.415$) and for non-service sectors not significant ($r_s = 0.222$) between service leadership and employee engagement. This indicating that service leadership is best suited for the service sector.

From a theoretical standpoint the study has contributed to the understanding of the impact that service leadership has on the level of employee engagement in South African organisations. Service leadership seems to be contextual leadership as it is significant when moderated for service organisations however, not significant with a positive weak correlation when moderated for non-service organisations.

6.6 Conclusion

This study has shown the following results:

- There is a moderate positive significant relationship between transformational leadership and employee engagement
- There is a moderate positive significant relationship between service leadership and employee engagement
- The relationship between transformational leadership is non-contextual and remains fairly consistent when moderated for service or non-service sectors
- The relationship between service leadership is contextual and is significant when moderated for service sectors but not significant when moderated for non-service sectors

7. Chapter 7: Conclusions and recommendations

7.1 Introduction

The value of this study is with regards to how customer-oriented or employee-oriented leadership behaviours influence the level of employee engagement. While there is much literature showing the positive impact that transformational leadership has on the level of employee engagement (Alban-Metcalfe & Alimo-Metcalfe, 2000; Kovjanic, Schuh & Jonas, 2013; Nielsen, Boye, Holten, Jacobsen & Andersen, 2019; Tims, Bakker & Xanthopoulou, 2011), very limited research has been conducted for service leadership (Zheng et al., 2020). This study aimed to contribute to literature and fill this gap by testing the impact of service leadership and transformational leadership behaviours on employee engagement.

The major findings and implications of this study are discussed in this chapter. Furthermore, the limitations and proposal for future research are discussed.

7.2 Major findings

The objective of the research was to test whether there is a significant difference in the relationship that an employee-oriented leadership behaviour has on the level of employee engagement, to that of a customer-oriented leadership behaviour. This was done by testing the relationship between transformational leadership and employee engagement, testing the relationship between service leadership and employee engagement and finally testing these relationships in the context of the service or non-service sectors.

The first major finding from this study is that the levels of employee engagement are negatively skewed with the average response closer to "Fairly often". This is contradictory to what was anticipated based on a report that places the levels of engagement of the South African workforce at 9% actively engaged (Kelly, 2020). Furthermore, the age profile of respondents suggests that 63% are younger than 35 years old, which is also contradictory to literature and reports that suggest that older employees are the most engaged (Kim & Kang, 2017; Sylvester, 2015; Wilkie, 2015).

The second major finding from the study is that transformational leadership behaviours have a positive relationship with employee engagement. This is in line

with much of the literature and what was predicted before the study was conducted. This implies that in the context of South Africa it is important that managers can use charisma, inspirational motivation, intellectual stimulation, and individualised consideration to get employees behind a common vision. The interesting observation was that even when moderated for either service or non-service sectors this positive relationship between transformational leadership and the level of employee engagement remained relatively consistent.

The final major finding is that service leadership has a positive relationship with employee engagement. This is in line with the findings from the study by Zheng, Graham, Epitropaki and Snape (2020). Furthermore, the study found service leadership to be highly contextual. The relationship between service leadership and the levels of employee engagement was found to be weak, although positive, and not significant when analysed in the context of non-service sector employed respondents. This may suggest that employees who do not face customers regularly find a customer-oriented leadership style ineffective to increasing their levels of engagement. Further, in contradiction of what was anticipated prior to the study service leadership did not seem to do better in the service context than transformational leadership.

7.3 Implications for management

The findings of this study have implications for business management on how to influence followers in the aim of increasing engagement and ultimately business performance.

Transformational leadership has been found to have a moderate positive relationship on the levels of employee engagement. This moderate positive relationship remains constant regardless of the sector the employee works in. Thus, it may be important for management to understand the dimensions of transformational leadership and how you develop these. In most cases transformational leadership is described as the leader's ability to move followers behind a shared vision by fostering alignment between leaders and followers (Bass & Avolio, 1993). However, it is possibly worthwhile for managers to understand the underlying dimensions which are charisma, inspirational motivation, intellectual stimulation and individualised consideration (Judge & Piccol, 2004). As managers and organisations understand

these dimensions more it could become easier to develop these behaviours in the organisation enabling all managers to transition to transformational leadership.

The study also indicated that service leadership has a moderate positive relationship with the level of employee engagement. However, it is worth noting that this form of leadership behaviour seems to be contextual. Service leadership is focused on delivering quality service to the customer (Zheng et al., 2020). Thus, it is important that management ensure that the concept of a customer is defined well for followers if the intentions are to drive positive levels of employee engagement using this leadership style. To this end internal stakeholders can also be defined as customers thus all employees will be delivering quality service to either an internal or external customer.

7.4 Limitations of research

The measurement instrument for service leadership has not been sufficiently tested anywhere in the current form that it was used for this study. The measurement instrument was comprised of questions that test for service leadership from various sources. A literature review was conducted, and questions derived from the various literature used to define the behaviours of a service leader used for the questionnaire. Although the instrument was found to be reliable and valid, it is still to be proven.

This study was cross sectional and although it could provide analysis on the relationships between leadership behaviours and the level of employee engagement the direction of causality could not be established.

Non-probabilistic convenience sampling was conducted thus an issue of generalisability, as this method of sampling does not allow the quantification of sampling biases.

It should also be noted that the study was conducted during a time when South Africa was going through lockdowns due to the COVID-19 crisis and thus respondents who are employed individuals could have been going through a stressful period and this could have impacted their responses.

7.5 Recommendations for future research

Based on the results and findings of the study the following future research is recommended:

- To validate these findings further research should be carried out to test the impact that service leadership has on the levels of employee engagement, particularly in the service sector. The results of the study were contradictory to prior belief that service leadership would be better contextually, particularly in the service sector, than transformational leadership
- It is also potentially worthwhile to investigate why the levels of employee engagement seen in this study are so much higher than what industry leading reports suggest employee engagement levels are currently in South Africa
- Further research recommended is also to investigate whether the five questions service leadership measurement instrument could be better if additional items were introduced to the instrument

7.6 Conclusion

Employee engagement is well researched, and the business benefits of engaged employees are desirable. This study considered employee engagement in the context of the relationship it has with an employee-oriented and customer-oriented leadership style, such as transformational and service leadership.

The results of the study provided some insight into the continued success of transformational leadership and the contextual nature of service leadership. Organisations can utilise these insights, to target specific training interventions for the managers to develop the relevant leadership behaviour dimensions that are contextually relevant to the sector their organisation operates in.

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Appendix 1: Informed Consent

INFORMED CONSENT

Dear Participant,

I am currently an MBA student at the Gordon Institute of Business Science (Gibs), University of Pretoria. I am conducting research on contrasting the impact that different types of leadership styles have on the level of engagement of an employee at the workplace. This will help us better understand leader behaviours that positively impact the employees experience.

You are subsequently requested to participate in a 20-minute survey to this end. By completing the survey, you voluntarily participate in this research and can withdraw at any time without penalty. Your participation is anonymous and only aggregated data will be reported. If you have any concerns, please contact my supervisor or myself. Our details are as follows:

Researcher name: Lesego Tlailane
Email: P00000901@mygibs.co.za

Research supervisor: Adriaan Botha

Before continuing with the survey please acknowledge your participation and consent to continue with the survey (Please only take the survey once):

I confirm that I understand the information given and my participation is voluntary, and I am free to withdraw at anytime

- Yes
- No

Appendix 2: Survey Questionnaire

SECTION 1: DEMOGRAPHICS

This section is intended to collect demographical data about yourself. The data will remain anonymous. Please complete all fields:

1.1 What is your gender?

- Female
- Male

1.2 What is your age?

- Under 20
- 21 – 35
- 36 – 50
- Over 50

1.3 Have you been employed under your current manager for less than 6 months?

- Yes
- No

1.4 Are you employed in a services organisation? (i.e. An organisation that does work for a customer, and occasionally provides goods, but is not involved in manufacturing)

- Yes
- No

SECTION 2: MY MANAGER

The following questions are in relation to your manager's leadership behaviour, as perceived by you. Please rate each of the statements below on a scale of 0 to 4 as it pertains to your manager:

My manager is/has:

2.1 Genuine interest in me as an individual; develops my strengths

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.2 Sensitive to the political pressures that elected members face; understands the political dynamics of the leading group; can work with elected member to achieve results

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.3 Decisive when required; prepared to take difficult decisions; self-confident; resilient to setback

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.4 Makes it easy for me to admit mistakes; is trustworthy, takes decisions based on moral and ethical principles

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.5 Trusts me to take decision/initiatives on important issues; delegates effectively; enables me to use my potential

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.6 Has a wide network of links to external environment; effectively promotes the work/achievements of the department/organization to the outside world; is able to communicate effectively the vision of the authority/department to the public community

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.7 Accessible to staff at all levels; keeps in touch using face-to-face Communication

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.8 Defines boundaries of responsibility; involves staff when making decisions; keeps people informed of what is going on

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.9 Encourages the questioning of traditional approaches to the job; encourages people to think of wholly new approaches/solutions to problems; encourages strategic, rather than short-term thinking

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.10 Asks our external customers to evaluate the quality of work and service

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.11 Informs us about external customer evaluations of the quality of service delivered by our business

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.12 Emphasises the setting of performance standards that promote the identification of high-quality service and the employee's ability to handle customer needs

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.13 Provides a clear direction that is aligned with the objective of enhancing service quality

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

2.14 Focuses on communicating a commitment to customer service

Not at all	Once in awhile	Sometimes	Fairly often	Frequently/ Always
0	1	2	3	4
<input type="radio"/>				

SECTION 3: EMPLOYEE ENGAGEMENT

The following statements relate to how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, select “Never”. If you have had this feeling, select the best option between 1 – 6 that best describes how frequently you feel this way

3.1 At my work, I feel bursting with energy

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.2 At my job, I feel strong and vigorous

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.3 I am enthusiastic about my job

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.4 My job inspires me

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.5 When I get up in the morning, I feel like going to work

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.6 I feel happy when I am working intensely

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.7 I am proud on the work that I do

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.8 I am immersed in my work

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

3.9 I get carried away when I'm working

Never	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
<input type="radio"/>						

Appendix 3: Code Book

Demographic Variables		
Label	Item	Coding
Gender	What is your gender?	Female = 1 Male = 2
Age	What is your age?	Under 20 = 1 21 - 35 = 2 36 - 50 = 3 Over 50 = 4
Tenure	Have you been employed under your current manager for less than 6 months?	Yes = <6 Months = 1 No = 6 Months or More = 2
Sector	Are you employed in a services organisation? (i.e. An organisation that does work for a customer, and occasionally provides goods, but is not involved in manufacturing)	Yes = Services Sector = 1 No = Non-services Sector = 2
Employee Engagement Variables		
Label	Item	Coding
EE1	At my work, I feel bursting with energy	Never = 0 Almost never = 1 Rarely = 2 Sometimes = 3 Often = 4 Very often = 5 Always = 6
EE2	At my job, I feel strong and vigorous	
EE3	I am enthusiastic about my job	
EE4	My job inspires me	
EE5	When I get up in the morning, I feel like going to work	
EE6	I feel happy when I am working intensely	
EE7	I am proud of the work that I do	
EE8	I am immersed in my work	
EE9	I get carried away when I'm working	
Leadership Behaviour Variables		
Label	Item	Coding
TL1	Genuine interest in me as an individual; develops my strengths	Not at all = 0 Once in awhile = 1 Sometimes = 2 Fairly often = 3 Frequently/Always = 4
TL2	Sensitive to the political pressures that elected members face; understands the political dynamics of the leading group; can work with elected member to achieve results	
TL3	Decisive when required; prepared to take difficult decisions; self-confident; resilient to setback	
TL4	Makes it easy for me to admit mistakes; is trustworthy, takes decisions based on moral and ethical principles	
TL5	Trusts me to take decision/initiatives on important issues; delegates effectively; enables me to use my potential	
TL6	Has a wide network of links to external environment; effectively promotes the work/achievements of the department/organization to the outside world; is able to communicate effectively the vision of the authority/department to the public community	
TL7	Accessible to staff at all levels; keeps in touch using face-to-face Communication	
TL8	Defines boundaries of responsibility; involves staff when making decisions; keeps people informed of what is going on	
TL9	Encourages the questioning of traditional approaches to the job; encourages people to think of wholly new approaches/solutions to problems; encourages strategic, rather than short-term thinking	
SL1	Asks our external customers to evaluate the quality of work and service	
SL2	Informs us about external customer evaluations of the quality of service delivered by our business	
SL3	Emphasises the setting of performance standards that promote the identification of high-quality service and the employee's ability to handle customer needs	
SL4	Provides a clear direction that is aligned with the objective of enhancing service quality	
SL5	Focuses on communicating a commitment to customer service	

Appendix 4: Ethics Clearance Approval

Dear Lesego Tlailane,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

[Ethical Clearance Form](#)

Kind Regards