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TRANSFORMATIONAL LEADERSHIP, EMPLOYEE PSYCHOLOGICAL WELL-BEING, AND WORK ENGAGEMENT IN THE UNIVERSITY OF CAPE COAST

FAUSTINA KWOFIE

2023

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TRANSFORMATIONAL LEADERSHIP, EMPLOYEE PSYCHOLOGICAL WELL-BEING, AND WORK ENGAGEMENT IN THE UNIVERSITY OF CAPE COAST

BY

FAUSTINA KWOFIE

Dissertation submitted to the Department of Management Studies of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration degree in Management.

FEBRUARY, 2023

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my original research and that no part has been presented for another degree in this university or elsewhere.

Candidate's Signature: ……. Date: …….

Name: …….

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on the supervision of the dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ……. Date: ……...

Name: …….

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ABSTRACT

The study examined the link between transformational leadership, and employee psychological well-being (with the mediating role of employee psychological well-being). Specifically, the study aimed to examine the relationship between transformational leadership and employee psychological well-being, the relationship between transformational leadership and employee work engagement and whether the psychological well-being of employees will mediate the association between transformational leadership and employee work engagement. The study employed the survey design in which a questionnaire was used as a data collection instrument. The study's sample size was 153 University of Cape Coast administrative staff. The data for the research questions were analysed with descriptive and inferential statistics, particularly mediation analysis. A moderately significant positive correlation was found between TL and EPW. The study found a moderately significant positive correlation between transformational leadership and employee work engagement. The study further examined the mediating role of EPW on the relationship between TL and EWE among administrative staff. The findings of this study revealed a statistically significant mediation effect of EPW in the relationship between TL and EWE. It can be concluded that for EPW to explain the variances in work engagement significantly, employee psychological well-being plays a critical role. It is recommended that leaders in UCC should be encouraged to do more coaching and mentoring and inspire subordinates because it will motivate them to go the extra mile to ensure that the organisation's objectives are met.

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DEDICATION

To my children, Carl B. K. Sarpong and Nana A. M. Boahen.

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LIST OF ACRONYMS

EP	Employee Performance
EPW	Employee Psychological Wellbeing
EWE	Employee Work Engagement
HR	Human Resource
HRM	Human Resource Management
LMX	Leader-Member Exchange
SET	Social Exchange Theory
TL	Transformational Leadership
UCC	University of Cape Coast

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CHAPTER ONE

INTRODUCTION

Managing talents and human capital effectively is essential for organizations to compete in the market. However, human resource management (HRM) plays a key role in recruiting and selecting the right talent for the organization. HRM also uses various strategies to enhance and develop employees' capabilities and productivity. Some of these strategies are promotion and fair remuneration (Garrad & Chamorro-Premuzic, 2016). However, these strategies may not be sufficient to motivate and retain the human capital if the leadership is lacking or ineffective. In addition to the conventional issue of task-reward fairness, other difficulties may impair work engagement. (Garrad & Chamorro-Premuzic, 2016). Transformational leadership (TL) has recently attracted the attention of management scholars, especially its role in improving work engagement (EWE) (Hunter et al., 2013; Lord et al., 2017; Posadzińska et al., 2020). It is also important to explore the factors that promote positive relationships between employees' work engagement and their psychological well-being (Herold et al., 2008; Drewniak et al., 2020). This study examines the connections between employee psychological well-being, work engagement, and transformational leadership. This chapter provides the background, problem statement, purpose, objectives and hypothesis as well as the limitation, delimitations and significance of the study.

Background to the Study

Employee psychological well-being and work engagement are two key concepts that relate to how employees perform and contribute to their

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organizations (Schaufeli, 2017). Work engagement is more than just being satisfied with work-related factors; it is also being emotionally invested, passionate, energetic, and attentive to the work and the organization (Malloch, 2015). Work engagement reflects the employees' emotional, physical, and mental attachment levels to the organization (Schaufeli, 2017).

Work engagement has many benefits for both employees and organizations, such as lower turnover, better work habits, higher motivation and productivity, improved customer relations, and increased organizational performance (Ruganzi, 2017). Without work engagement, organizations may not achieve their goals and objectives (Antonio, 2017). Therefore, many studies have explored the role of leadership in fostering work engagement, as leadership affects the overall effectiveness of an organization (Ruganzi, 2017; Antonio, 2017). However, other factors also influence employee psychological well-being and work engagement, such as age, social support, lifestyle, work stress, and co-workers' and home environment. Gilbreath and Benson (2014) found that positive supervisory behaviours had a significant and positive impact on employee psychological well-being.

Psychological well-being is a worker's mental state that affects how they feel and act in the workplace (Holm, 2014). It includes having positive relationships with others, mastering the environment, accepting oneself, being autonomous, making personal progress, and having a purpose in life. These are the six dimensions of Ryff's multidimensional model of psychological well-being, which he introduced in 1989. Psychological well-being is the most important aspect of employee well-being, as it reflects employees' subjective

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experiences and emotions at work (Grant, Christianson & Price, 2007; Taris et al., 2004).

Employees are valuable assets for any organization, and their well-being and engagement are essential for achieving organizational goals. However, many factors influence employee well-being and engagement (EWE), such as organizational culture, job design, work-life balance, and employee motivation (Drewniak & Posadzińska, 2020; Brenyah & Damoah, 2016; Malik, Farooqi & Ahmad, 2016). Among these factors, leadership is one of the most critical ones, as it shapes the employees' perceptions and attitudes in the workplace (Hewitt, 2015). Different styles of leadership have different effects on employees' psychological well-being and EWE. Some studies have found that transformational leadership, which inspires and empowers employees to achieve a shared vision, has a positive impact on employees' psychological well-being and EWE (Popli & Rizvi, 2016; Datche & Mukulu, 2015).

Leadership is a vital element of the performance of employees, managers, and the organization; it is the process of influencing others' actions through the relationship between leaders and followers (Mullins & Christy, 2015). Various theories of leadership explain how leaders affect organizational behaviour, such as autocratic, democratic, laissez-faire, transactional, and transformational leadership. This study focuses on transformational leadership.

Transformational leaders are role models who demonstrate the desired behaviours and values of the organization. They motivate their employees to achieve higher goals by aligning their values with the organization's vision. They also foster a strong team spirit to accomplish shared objectives (Prasad &

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Junni, 2016). Transformational leadership has four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). Idealized influence/charisma refers to the ability of leaders to create a compelling mission and gain the respect and admiration of followers. Inspirational motivation refers to the ability of leaders to communicate an inspiring vision, set challenging goals, and express confidence in followers' abilities (Brenyah & Damoah, 2016). Intellectual stimulation refers to the ability of leaders to encourage followers to be creative and innovative by challenging assumptions and applying new perspectives to problems. Individualized consideration refers to the ability of leaders to provide personalized support and feedback to followers based on their needs and potential followers (Mullins & Christy, 2015).

In this highly competitive global environment, the impact of leadership on employee psychological well-being, employee performance, and employee job satisfaction has become a crucial issue for organizational sustainability (Brenyah & Damoah, 2016; Malik et al., 2016). According to Hukpati (2009), leadership that drives the necessary dynamism in organizations can enhance organizational success. The leader's performance influences employee satisfaction and subsequent employee and organizational outcomes. Therefore, effective leadership is essential for the continuous survival of an organization (Yunikewaty, 2015). This study examines the relationship between TL and EPW, the relationship between TL and EWE, and the mediating role of EPW in the relationship between TL and EPW.

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Statement of the Problem

Human resource management faces a central challenge of keeping employees healthy and productive over a long working life. Employees' work engagement is a sign of good mental health (Schaufeli, 2017). It is the opposite of burnout and emphasizes positive emotional and cognitive aspects of well-being (Schaufeli, 2017; Maslach et al., 2001). Supervisors have a big role in achieving and maintaining healthy, skilled, and productive employees for a long time by creating an environment where employees can flourish and feel well-being (Mullen and Kelloway, 2010). There is a lot of research on the effects of transformational leadership on employees' psychological well-being and work engagement. Transformational leaders inspire their followers to perform beyond expectations by appealing to their higher-order needs (Bass, 1985). However, the mechanisms of this relationship are still unclear. There is a need to explain how leaders influence their employees' psychological well-being and work engagement. EWE propose that employees' psychological well-being is a mediating factor in this relationship and a necessary condition for employee engagement.

Idealized influence and intellectual stimulation are significantly related to positive emotional arousal, personal goals, capacity belief and context belief, which in turn predicted commitment to change (Attridge, 2009). Moreover, visionary leadership and vision correlate with higher job satisfaction, commitment, work engagement and lower turnover (Attridge, 2009). Bono and Judge (2003) concluded that by offering constructive and positive feedback to their followers, leaders. improve followers' sense of self-determination,

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psychological meaningfulness and safety which are seen as antecedents to follower work engagement. Furthermore, transformational leadership is positively associated with mental health and affective well-being via the experience of meaningful work (Arnold et al., 2007). Subordinates consider their work as more important and more self-congruent when they have a transformational leader (Bono and Judge, 2003).

Promotion of followers' process of learning and self-improvement, strong relations with each of their subordinates, as well as direct communication, are further characteristics of transformational leadership that improve employee health and work performance (Arnold et al., 2007). Transformational leadership is expected to raise followers to higher levels of potential while satisfying their higher-order needs and thereby increasing employee dedication. There is empirical evidence that transformational leadership is positively associated with organizational commitment and work engagement, even in different organizational and cultural settings (Attridge, 2009; Cotton and Hart, 2003). Similarly, supervisor support was found to significantly promote work engagement, flow of information and a positive work environment, which is encouraging, supporting, innovative and appreciative (Bakker & Albrecht 2018).

Studies reviewed on engagement revealed leadership styles of managers as one of the strongest antecedents of employee work engagement (Huertas-Valdivia et al., 2018; Harrell-Cook, Levitt, & Grimm, 2017; Popli & Rizvi, 2016; Hayati et al., 2014; Balaji & Krishnan, 2014) indicating that transformational leadership has real implications and importance for the

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engagement levels of an organisation's employees (Hayati et al., 2014; Balaji & Krishnan, 2014). However, Omolayo (2015) and Newman et al., (2018) have argued that, at best, the understanding of the real contribution of managers' leadership styles to employee engagement can only be considered elementary. Popli and Rizvi (2016) further postulated that there exists very minimal consensus on which leadership style has the most impact on employees' work engagement in the current leadership literature, with some of the findings revealing overlaps between transformational and employee work engagement.

However, recent research has demonstrated a link between various styles of leadership and employees' overall well-being (Huertas-Valdivia et al., 2018; Harrell-Cook, Levitt, & Grimm, 2017). Employee engagement which measures eudaimonic well-being was generally seen to be consistently low (Harrell-Cook, Levitt, & Grimm, 2017). However, Huertas-Valdivia et al. (2018) concerning hedonic well-being, reported lower job satisfaction. They added that lower job satisfaction influenced the EPW. Findings from both studies concur with my observation that employees tend to be absent from work due to lower levels of engagement and job satisfaction which affects organizational productivity. Moreover, recent studies have broadly examined the connection between TL and the well-being of employees (Issahaku, Nkyi, & Dramanu, 2020).

Despite the extensive literature on TL, EPW, and work engagement, there have been few researches on how these three factors interact to influence employee work engagement (the mediating role of EPW) in Ghanaian settings. A more critical examination of the relationship between transformational

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leadership, employee psychological wellbeing, and employees' work engagement is thus important, hence the need for this study.

Purpose of the Study

The purpose of the study was to examine the mediating role of psychological well-being in the relationship between transformational leadership and employee work engagement.

Research Objectives

Specifically, the study aimed to:

1. Examine the relationship between transformational leadership and employee psychological well-being.
2. examine the relationship between transformational leadership and employee work engagement.
3. examine whether psychological well-being will mediate the relationship between transformational leadership and employee work engagement.

Research Hypotheses

H_1: There is a significant relationship between transformational leadership and employee psychological well-being.

H_2: There is a significant relationship between transformational leadership and employee work engagement.

H_3: Employee psychological well-being will mediate the relationship between transformational leadership and employee work engagement.

Significance of the Study

The objective of this research is to get insight into the link between transformational leadership and employee psychological well-being to

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formulate recommendations to improve employee psychological well-being in the future. Knowledge of the link between transformational leadership and employee psychological well-being will aid academic heads of departments to adapt to transformational leadership techniques to motivate faculty members to give off their best through enhancement of satisfaction and contentment to increase institutional productivity.

Lastly, the study findings would be important to professionals who want to enhance their understanding of diverse leadership forms that facilitate employee motivation in a diverse institution. It would also serve as reference material for further studies in the area.

Delimitations of the Study

The overall scope of the study was to examine the relationship between transformational leadership and psychological well-being. Concerning content, the study only looked at an aspect of leadership and its influence on one dimension of well-being (psychological well-being). Geographically, the study was delimited to workers at the University of Cape Coast (UCC).

Limitations of the Study

This study is subjected to the limitations of the explanatory design. However, the study's results in not free of bias. Respondents may not provide truthful responses because of the sensitive nature of issues on leadership of management and their levels of psychological wellbeing and work engagement, and this could affect the findings of the study. To check this, ethical protocols were strictly adhered to. That is, respondents were assured of confidentiality, anonymity, and informed consent. The study's purpose was made known to the

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participants, and the researcher sought their approval before data collection took place.

Organisation of the Study

The study is organized into five chapters. Chapter one deals with the background of the study, statement of the problem, the purpose of the study, research questions, research hypotheses, significance of the study, delimitation of the study, limitations of the study, and definition of terms. Chapter two deals with the review of related literature. It highlights the study's theoretical framework, conceptual framework and empirical review. Chapter three also deals with the methodology of research design, population, sample and sampling procedure, research instrument, instrument validity and reliability, data collection procedure, and data analysis. Chapter four highlights the presentation of study results/findings. The final chapter, chapter five, covers the summary of the study, conclusions based on the findings, and recommendations.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter deals with the review of studies and literature of various research on the topic. It consists of a theoretical framework, a conceptual framework, and an empirical review. The purpose of the study is to examine the association between TL, EPW, and work engagement (the mediating role of EPW). This chapter specifically looks into; the concept of TL, the concept of Well-being, theoretical review, conceptual framework, and empirical review, which looks at TL and EPW, TL and EWE, EPW, and EWE and the mediation role of psychological wellbeing on TL and EWE.

Theoretical Framework

This part discusses the theories that support the purported relationship existing among the constructs considered in this study. Two main theories considered included the social exchange and the leader-member exchange theories. The central themes, principles, assumptions and scope of application were strongly highly catered for.

Leader-member Exchange Theory

The leader-member exchange (LMX) theory of leadership is a dyadic, relationship-based approach. Contrary to behavioural leadership theories that focus on what leaders do, such as transformational, or empowering leadership theories, the LMX theory is based on the idea that leaders have an impact on the group's members and employees through the quality of the associations they foster with them (Liden & Maslyn, 1998). A good connection is marked by

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loyalty, trust, and liking (Liden & Maslyn, 1998). The LMX hypothesis made the early discovery that leaders develop relationships with their subordinates of varying quality. In the vast majority of the workgroups that have been examined, this distinction is apparent (Liden & Graen, 1980). As of December 2013, the theory was the inspiration for and the basis for more than 600 journal articles, and over time, its acceptance in leadership studies has progressively grown (Cropanzano & Mitchell 2014).

The nature of the association between LMX quality and its results is typically explained by a social exchange-based theory. High-quality partnerships are characterized by the exchange of valuable resources. The leaders in these partnerships assist, chances for growth, mentoring, and other benefits to the staff members involved (Liden & Maslyn, 1998). When a leader provides such resources, followers are motivated to return the favour by exhibiting traits like loyalty and higher levels of voluntary activity. In other words, it is generally accepted that high LMX quality, along with a strong sense of obligation and loyalty to the supervisor, are associated with pro-manager and occasionally pro-organizational actions. For instance, Dulac (2008) demonstrated that psychological contract violation acted as a mediating factor in the association between LMX quality and outcomes, such as trust and turnover intentions.

In the nomological network between leader behaviours, like TL, and outputs, like effectiveness, LMX quality is seen as a mediator (Walumbwa & Hartnell, 2011; Wang & Walumbwa, 2005). This is so because a leader's behaviour toward followers reflects how dependable, devoted, and supportive

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the leader is to followers, which influences the quality of the relationships either positively or adversely. However, research relating leader behaviours to LMX quality typically does not use a longitudinal approach or involve freshly formed connections (Van De Voorde, Paauwe & Van Veldhoven, 2012; Arnold et al., 2007; Grant et al., 2007). High-quality interactive participants may therefore perceive their leaders as more transformational, and less harsh and degrading (Liyanage, 2020; Verbraak, 2014; Walumbwa et al., 2011). Low-quality interactive participants may therefore perceive their leaders as less transformational, harsher and degrading. When leaders are more transformational, they provide chances for growth, mentoring, and other benefits to the staff members. When a leader provides such resources, followers are motivated to return the favour by exhibiting traits like high employee psychological wellbeing and employee work engagement.

LMX explains how transformational leadership influences employee engagement. According to LMX, transformational leaders create high-quality LMX relationships with their followers by providing them with valuable resources (Van De Voorde, Paauwe & Van Veldhoven, 2012). Employees who have high-quality LMX relationships with their leaders have high levels of trust, respect, and support from their leaders. They also feel more obliged to reciprocate by showing positive attitudes and behaviours at work. This leads to higher levels of employee engagement (Kelloway et al., 2012).

However, the relationship between transformational leadership and employee engagement may not be uniform across all followers. Some followers may have low-quality LMX relationships with their leaders despite their

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leaders' transformational behaviours (Walumbwa et al., 2011). This may be due to factors such as personality differences, perceived similarity, affect/liking, integration, self-promotion, assertiveness, and leader trust (Dulebohn et al., 2012). Employees who have low-quality LMX relationships with their leaders have low levels of trust, respect, and support from their leaders. They also feel less obliged to reciprocate by showing positive attitudes and behaviours at work. This leads to lower levels of employee engagement (Walumbwa et al., 2011).

LMX explains how transformational leadership affects employee engagement through the quality of the leader-follower relationship. Transformational leadership can enhance employee engagement by creating high-quality LMX relationships with employees (Grant et al., 2007). However, not all employees may have high-quality LMX relationships with their leaders due to various factors. Therefore, LMX can be a useful theoretical framework for understanding and improving transformational leadership and employee engagement in the workplace (Dulebohn et al., 2012).

Social Exchange Theory (SET)

Organizational academics now have an influential paradigm for analyzing employee behaviour because of the social exchange theory (Cropanzano & Mitchell, 2005). According to the theory, people interact in ways that are interdependent and cause the trade parties to have duties (Cook et al., 2013; Blau, 1964; Emerson, 1976; Homans, 1958). An obligation to return a valuable resource is created when one party gives another one that is valued and beneficial. A series of reciprocal exchanges improve the quality of the relationships between the exchange parties, fostering positive and productive

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behaviours (Cook et al., 2013). This pattern is supported by empirical data. Negative work behaviour and workplace conflict are decreased by high-quality social interactions (Colbert et al. 2004; Liao et al. 2004).

Social exchange theory (SET) is a framework that explains how social interactions are based on the exchange of resources, such as rewards, costs, and obligations, between two or more parties (Cook et al., 2013). According to SET, people engage in social relationships when they perceive that the benefits outweigh the costs, and they expect reciprocity from their partners. SET also suggests that social relationships can vary in their quality, depending on the degree of trust, commitment, and mutual support between the parties (Sungu, Weng & Kitule, 2019).

Employee psychological well-being (EPW) is a state of mental health that reflects employees' positive emotions, cognitions, and behaviours at work (Schaufeli, 2017). Employee work engagement (EWE) is a positive work-related attitude that involves employees' emotional, cognitive, and behavioural involvement with their work and organization (Schaufeli, 2017). Both EPW and EWE are important outcomes for employees and organizations, as they are associated with higher performance, satisfaction, commitment, and retention (Bakker & Albrecht, 2018).

SET can be used to understand the relationship between EPW and EWE, as well as the role of leadership in influencing them. According to SET, employees form social exchange relationships with their leaders and organizations based on the perceived rewards and costs of working for them (Schaufeli, 2017). When employees perceive that their leaders and

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organizations provide them with valuable resources, such as recognition, feedback, autonomy, support, and development opportunities, they feel obliged to reciprocate by showing positive attitudes and behaviours at work. This leads to higher levels of EPW and EWE (Cropanzano & Mitchell, 2005).

However, not all social exchange relationships are equal. Some are based on economic exchanges, which are short-term, contractual, and calculative (Bakker & Albrecht, 2018). Others are based on social exchanges, which are long-term, relational, and affective. Social exchanges are more likely to foster EPW and EWE than economic exchanges, as they involve higher levels of trust, commitment, and mutual support between the parties (Blau, 1964).

Transformational leadership is a style of leadership that inspires followers to perform beyond expectations by appealing to their higher-order needs and values (Bass, 1998). Transformational leaders can enhance EPW and EWE by creating high-quality social exchange relationships with their followers. Transformational leaders provide their followers with four types of resources: idealized influence (or charisma), inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). These resources can increase followers' perceived rewards and reduce their perceived costs of working for their leaders and organizations. They can also increase followers' trust in their leaders and commitment to their organizations. As a result, followers feel more obliged to reciprocate by showing higher levels of EPW and EWE (Mullen and Kelloway, 2010).

Also, the relationship between transformational leadership and EWE may not be direct, but rather mediated by EPW. This means that

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transformational leadership influences EWE through its impact on EPW. In other words, transformational leaders enhance employees' EPW by providing them with valuable resources, and employees who have high EPW are more likely to be engaged in their work and organization. This mediating role of EPW has been supported by some empirical studies (Mullen and Kelloway, 2010; Duan et al., 2022). For example, Duan et al. (2022) found that EPW fully mediated the positive relationship between transformational leadership and EWE among Chinese employees.

Conceptual Review

The conceptual review presented in this section relates to the discussion of the various concepts that underpin the study. Work engagement, leadership, wellbeing and psychological wellbeing are among the concepts discussed in this study.

Concept of Work Engagement

The description of a positive state of mind associated with work that is marked by vitality, and absorption offered by Schaufeli (2017), however, has grown to be the most popular. Although studies have looked at many different aspects of engagement, high levels of energy and involvement in work can be used to explain engagement (Bakker & Albrecht, 2018). Work engagement can be defined as how employees fully commit to their employment, create emotional bonds with one another and focus on long-term goals, as well as how they do their jobs physically, emotionally, and cognitively (Sanneh & Taj, 2015).

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Work engagement is the term used to describe how employees feel about their jobs. Kahn (1990) introduced the concept of EWE by defining it as the harnessing of organizational members' selves to their job duties. According to Kahn (1990), people engage and express themselves physically, intellectually, and emotionally during role performances, and people disengage and protect themselves physically, cognitively, and emotionally during role performances. EWE, therefore, refers to how employees see and desire to be involved in their work (Kahn, 1990). Workers that are engaged in their work exhibit a favourable attitude toward it on a cognitive level and want to give their all to the tasks at hand (Kahn, 1990). Contrarily, disengaged workers do not wish to devote themselves to their work physically and do not feel a psychological connection to their coworkers (Kahn, 1990). Employees' physical, mental, and cognitive attitudes toward their jobs were used to gauge work engagement.

Concept of Leadership

The idea of leadership and how it affects employees' psychological health is fast increasing in prominence in the literature on organizational development. Leadership is defined as a social process where leaders seek subordinates' maximum and voluntary participation in attaining organizational goals (Omolayo, 2007). Two important points are raised by this definition. First, the author defines a leader as someone who can unite others and assist them in working toward a single aim or objective. Second, leaders utilize a variety of strategies to affect the actions of their followers. To maintain followers' productivity, a leader must provide them with what they need. Numerous classical theorists in the leadership field have hypothesized diverse scopes of

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describing leadership. This includes laissez-faire, democratic, autocratic, laissez-faire, transformational, and transactional leadership etc.

Democratic leaders cultivate the habit of seeking views and engaging everyone in decision-making. Because they seek information from workers, they are popularly known as "what do you think" leaders. This leadership type is linked with participatory decision-making. This aids employee cooperation and promotes team spirit. It also develops employees and promotes inventiveness and harmony (Barling & Cooper, 2018).

Unlike democratic leadership, authoritative leadership seeks no employee opinions; employees are supposed to adhere to managerial rules. Leaders who exhibit this style of leadership tend to be confident and forward-thinking. Democratic leadership aids employees in having a bigger view of the institution by dousing the air of ambiguity neighbouring the institution and championing the real course of actions leading to organizational performance (Barling & Cooper, 2018). Laissez-faire is a French term commonly used in political science and economics in defining policies of reduced governmental meddling in economic affairs (Keloway, Turner, Barling & Loughlin, 2012). In literature, laissez-faire is referred to as “let things ride, hands-off, the absence of leadership, the avoidance of intervention approach” (Northouse, 2010) to induce persons in the workplace. Laissez-faire leaders act as if they are relinquished their assigned tasks.

Per Dartey-Baah and Addo (2018), a transaction is a means of exchange between parties. Thus, this type of leadership differentiates between followers and leaders, where the leader exchange rewards with employee performance.

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Accordingly, Nemaei (2015) described transactional leaders as leaders who identify workers' needs and manage their external and internal milieu with agreement scheme, punishment, and reward. Management-by-exception (passive and active), and contingent reward are the three core tenets of transactional leadership (Prasad & Junni, 2016). Transformational leader projects themselves as role models by showing the expected, exemplary attitudes estimated of employees. They are leaders who motivate their workers to attain more by emphasising employees' values and aiding them to align them with the institution. Leaders within this dimension encourage a solid group spirit to attain expected goals (Prasad & Junni, 2016). Leadership that can inspire and drive people to accomplish above and beyond expectations is known as transformational leadership. The results of employees and companies are positively predicted by transformational leadership, according to prior studies (Bass, 1985; Aryee, Walumba, Zhou, and Hartnell, 2012). According to their research, TL would be positively correlated with EWE, perceived work meaning, and perceived accountability for work output, in that order (Aryee, Chen & Budhwar, 2012).

Concept of Transformational Leadership

Transformational leadership can inspire followers to contribute to one's organization and the community. According to Pearce and Conger (2002), transformational leadership encourages and develops employees intellectually and artistically while incorporating employee care as a crucial component of the company's goal. This leadership style extends beyond rewards for achievement. According to Trofino (2000), who makes a similar claim, transformational

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leaders establish a clear vision for their organization. The conceptual framework introduced by Bass (1985) was consistently used in all research papers to define transformational leadership. According to Bass, the four main elements of idealized influence, inspirational motivation, individual consideration, and intellectual stimulation are usually used to define transformational leadership.

Organizational climate is often referred to as employees' collective perceptions of their organization by serval studies (Kuenzi & Schminke 2019). According to Hartel (2018), among the signs that a constructive work milieu exists in an institution are a perception of employees, involvement in decision-making, psychological safeness of the work milieu, respectful, and inclusive; leaders and co-workers as trustworthy, fair, and open to diversity; and policies making as interpersonally and procedurally just. Management theorists have recently revealed a growing interest in TL, particularly the part that managerial styles play in the effective stimulation of EWE (Posadzińska et al., 2020; Hunter et al., 2013; Lord et al., 2017). It is important to consider aspects that promote favourable relationships between employees' work engagement and their psychological well-being (Herold et al., 2008; Drewniak et al., 2020).

Concept of Wellbeing

Employee wellbeing, according to the International Labour Organization (ILO) (2010), is a criterion that considers all aspects of working life. Contrary to transformative leadership, there are many other approaches to operationalising employee well-being, including subjective well-being, psychological strain, satisfaction, burnout, and the intention to leave (Robertson & Cooper, 2010). Singh (2015) defines EPW, as the most generally discussed

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concept in well-being. " Basing their classification on this idea, Robertson and Cooper (2010) divided EPW into two primary subcategories: hedonic and eudaimonic well-being. In contrast to Eudaimonic well-being, which emphasizes living a fulfilling life through discovering meaning and purpose in one's life, the Hedonist school places a premium on maximizing pleasure over pain (Deci & Ryan, 2008). As a result, personal development and self-realization frequently characterize eudaimonic well-being (Deci & Ryan, 2008).

Nevertheless, Malloch (2015) defines work engagement as a critical situation among employees that includes attributes such as an institutional purpose, predicts attitudinal and behavioural commitment, involvement, passion, eagerness, attentive energy, and efforts. Employee positive attitude towards work is known as work engagement (EWE), while EWE deals with positive feelings regarding the institution. Seemingly, EWE and EWE are interchangeably used in literature due to the indistinctive psychological satisfaction and the need to be linked to these constructs (Schaufeli, 2017). However, engagement overlaps theoretically with concepts like citizenship behaviour, institutional commitment, and work involvement.

Moreover, EWE measures employees' emotional, physical, and mental attachment levels to the organisation. Some of the merits of EWE includes; less employee turnover, improved work habit, increased motivation and productivity, enhanced customer relation, and an overall surge in organizational performance (Ruganzi, 2017). Antonio (2017) states that organisations may not attain their set goals and objectives without employee engagement. With much relevance being laid on EWE, numerous works have been done on the type of

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leadership which brings about the right kind of EWE, as leadership influences the overall efficiency of an institution (Ruganzi, 2017; Antonio, 2017). In contrast to the effects of age, social support, lifestyle, from coworkers and at home, stressful work, and other factors, Gilbreath and Benson (2014) found that positive supervisory behaviour statistically and significantly contributed to EPW.

It can be said that ensuring successful strategies in developing employees to attain the highest level of productivity brings us to the concept of employee psychological well-being and work engagement. Engaging employees makes them emotionally attached to their duties, increases a sense of positivity which leads to their best efforts, and also cares about organizational success (Van-Caeneghem & Bequevort 2016). This goes beyond just feeling gratified with the organizational work-related factors.

Concept of Employee Psychological Wellbeing

However, Holm (2014) defines psychological well-being as a worker's state of mind; one of the dimensions of psychological well-being is the relationship with others and the will to behave positively in the work environment. According to Garcia (2011), psychological well-being, which includes intrapersonal characteristics linked to adaptation and self-actualization, differs theoretically from happiness. The following components make up Ryff's multidimensional model of psychological well-being, which he first presented in 1989: positive relationships, environmental mastery, self-acceptance, autonomy, personal progress, and purpose in life.

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Sarath and Manikandan (2016) investigated work-related well-being and EWE among the teacher population in Kerala using a survey research design and with a sample size of 97 school teachers. It was found that EPW and overall EWE are positively and significantly related. Demographic variables (i.e., sex, type of school, and experience) were independent of work-related EPW and EWE. However, using structural equation models and mediational analyses, Aiello and Tesi (2017) examined the EPW and EWE of Italian Social Workers using a sample size of 140 social workers. The main instrument used was a questionnaire. The link between EPW and EWE was found to be highly mediated by employment resources. The association between psychological well-being and job engagement was determined to be highly beneficial.

The main focus of psychological well-being is on employees' subjectively favourable experiences and feelings at work (Grant, Christianson & Price, 2007). Given that conceptual models and empirical research regularly use it, it is the most crucial aspect of employee well-being (Van Horn et al., 2004). Employee productivity, which is vital for firms, can be greatly explained by an employee's psychological well-being, which may be why psychological well-being is so important (Donald, & Taylor, 2015). Ryff et al (1989) further subdivided psychological well-being into six key areas: ecological mastery, self-acceptance, personal progress, positive relationships with others, and purpose in life. Measurement of employee level of psychological well-being was based on Ryff et al. (1989) categorisations.

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Empirical Review

This is a systematic review and examination of past studies related to the topic under discussion. The empirical review of this study focuses on studies that dealt with transformational leadership, employee psychological well-being and employee work engagement.

Transformational Leadership and Psychological Wellbeing.

Several studies have shown a connection between leadership in general and the happiness of workers (Liyanage, 2020; Van De Voorde et al., 2012; Arnold et al., 2007; Grant et al., 2007). Using a systematic analysis of 30 empirical research studies, Liyanage (2020) examined the degree of influence transformational leadership (TL) has on employee psychological well-being (EPW). It was found that TL predicts EPW through several socio-psychological mechanisms. It was further revealed that the factors that mediate the link between TL and EPW are psychological resources, empowerment, role conflict, self-efficacy, and perception of work-life conflict. An efficient occupational health intervention would emerge from integrating leadership training into the identified socio-psychological sources.

Verbraak (2014) used 120 employees from several firms to study whether TL has a relationship with all three types of well-being (psychological, bodily, and social well-being). Study findings demonstrated a strong and favourable association between TL and overall levels of physical, psychological, and social wellbeing. Future studies should look at the three different types of well-being and how these three types of well-being affect various areas of work. As per Parker et al., (2015), there is a need for leaders

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to create enabling milieu for employee participation in decision-making. Wu (2017) concurred that a surge in EWE increases employees' commitment to an organisation. However, Wray (2016) posited that a leader's ability to involve employees rather increases EWE. Leaders must be encouraging and interested in comprehending the needs of employee engagement (Bolarinwa, 2015). According to Bolarinwa (2015), there are three psychological requirements for leaders to engage their workforces: purpose, safety, and resource availability.

Holstad et al. (2014) used a cross-sectional methodology with 199 German employees from the financial and service sectors to investigate the relationship between transformative leadership and employee psychological well-being. Findings revealed that social support mediates the association between TL and follower emotional strain. First, TL uses individualized concern, which is characterized by paying attention to, caring for, and demonstrating empathy for employees, etc. The study's results found a positive link between TL and EPW. Additionally, transformational leaders use intellectual stimulation employees' confidence and self-efficacy to increase their confidence (Kelloway et al., 2012)

As per Chi, Chung, and Tsai (2017), when workers are inspired, it makes them feel thankful and provides them with a full sense of purpose, which makes them happier. Furthermore, most of the research reviewed has shown a link between TL and EPW.

Transformational Leadership and Work Engagement

Using a multi-cross-sectional descriptive design, Popli and Rizvi (2016) employed data gathered from 340 front-line employees from five firms across

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the Delhi National Capital Region (NCR) service sector to study the determinants of EWE and its influence. A significant relationship between TL and EWE. The study emphasizes the significance of both transformative leadership and employee involvement in creating an engaged culture. Popli and Rizvi (2017) used 104 managers from various industries to validate the association between TL and EWE. They discovered that TL and EWE were positively correlated.

Hayati et al. (2017) investigated the impact of TL and its elements on nurses' EWE. It appeared that TL had a favourable impact on various aspects of EWE. Additionally, it was shown that transformational leaders inspire their followers by setting an example for them to follow. In examining the influence of pay satisfaction and TL on EWE, Sharma and Krishnan (2016), used a sample of 93 employees from the IT sector. Results revealed that TL significantly determines EWE.

However, Shepperd et al. (2018) discovered that, in contrast to other research findings, leadership behaviours have a favourable impact on EWE. Several studies have posited that TL behaviours facilitate or improve EWE such as trust and integrity, significant contribution to organizational success, career advancement opportunities, excellent communication, supportive colleagues, and pride in the organization (Blomme et al., 2018; Liu & Zhang, 2016; Shepperd et al., 2018).

In the hospital sector in Sri Lanka, Thisera and. Sewwandi (2019) examined the influence of TL on subordinate engagement in the health sector using 245 executive-level health practitioners. It was revealed that each of the

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dimensions of TL influences the EWE of health practitioners. Further, the study discussed the theoretical and practical implications.

Using a sample of 252 civil servants from 18 top-performing state businesses, Evelyn and Elegwa (2020) investigated the impact of TL (individual consideration, inspiring motivation, intellectual stimulation, idealized influence) on the EWE of the civil service in Kenya. It was discovered that TL and EWE have a positive relationship. Additionally, it was discovered that each of the TL dimensions positively and moderately affects government servants' EWE. While idealized influence was inversely correlated with EWE, supervisors' inspiring motivation of leaders was weak and inconsequential. The authors advised HR managers to provide training courses for civil service officials that centre on TL and emphasize it is faceted.

Aziz et al. (2019) determined the association between TL and EWE in a technology-based company in Indonesia using 300 participants. The study also examines the mediation of intrinsic motivation and affective commitment in the relationship. The results suggest that intrinsic motivation and affective commitment become mediation elements in connecting TL and EWE. Individually, both mediated the relationship.

In a cross-sectional study with 180 teachers in Lahore, Malik and Tariq (2015), looked at TL and EPW. Self-efficacy was found to fully mediate the link between TL and EPW. Over time, TL does not have a direct impact on EW, but a supportive environment for innovation has been found to have an indirect impact. There was discovered to be a strong connection between TL and EW.

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The association between TL and EWE was identified by Mozammel and Haan (2016) among employees in Bangladesh's banking industry. Mozammel and Haan discovered no discernible correlation between TL and EWE, similar to Singh (2015). They recommended that culture, geography, and industry could determine how TL affect EWE. This study's result further revealed that the application of TL in an organisation does not guarantee full employee engagement. The findings do not correspond to the corpus of research on TL and workforce engagement (Mozammel & Haan, 2016).

Psychological Wellbeing and Work Engagement

During the Covid-19 pandemic, Oktavia, Eva, and Achmad (2021) determined the association between EPW and EWE for millennial workers using quantitative and correlational methods. A sample size of 50 millennial workers who work in Malang City. The incidental sampling method was used to take the sample. Both the EPW Scales and the Utrecht EWE Scales (UWES) were applied. A significantly positive relationship between EPW and EWE. This implies a positive attitude towards a job among millennial workers.

Sarath and Manikandan (2016) investigated work-related well-being and EWE among the teacher population in Kerala using a survey research design and with a sample size of 97 school teachers. It was found that EPW and overall EWE are positively and significantly related. Demographic variables (i.e., sex, type of school, and experience) were independent of work-related EPW and EWE.

However, using structural equation models and mediational analyses, Aiello and Tesi (2017) examined the EPW and EWE of Italian Social Workers

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using a sample size of 140 social workers. The main instrument used was a questionnaire. The link between EPW and EWE was found to be highly mediated by employment resources. The association between psychological well-being and job engagement was determined to be highly beneficial.

Using a Structural Equation Analysis, Cankur and Sahin (2018) determined the mediating role of EWE in the association between EPW and job performance using a sample size of 322 textile workers. It was found that the level of EPW, EWE, and job performance of textile workers was below average and low. As a result, the study found a low link between EPW and EWE.

In exploring the relationship between EWE and EPW, Yadav (2017) focused on whether an employee is mentally or psychologically engaged in his work. Yadav (2017) proposed that EWE is sustainable when the well-being of employees is high. Study findings revealed that employee psychological wellness relates positively to employee work engagement. A stronger foundation for creating long-lasting advantages for the individual and the organization is the idea of engagement.

The mediating role of EPW on the relationship between TL and EWE.

Using empirical data from a sample of 270 telecom company employees and managers, Ghafoor et al. (2019) investigated the relationship between TL, EWE, and employee performance (EP). A significant relationship was found between TL, EWE practices, and EP. Psychological well-being was also seen to mediate the relationship between these variables.

Manu and Sinosh (2020), the term EWE has entered into the common parlance of organizational context. Using a sample of 500 employees from 25

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software companies. It was discovered that psychological health had a favourable effect on employees' general levels of involvement. Moreover, a favourable correlation exists between TL and employees' EPW. It was discovered that the relationship between TL and EWE was moderated by EPW.

Ghadi et al. (2017) investigated the mediating role of EPW on the association between TL and EWE using a sample of 530 full-time employees. The findings showed that followers' characteristics of EWE are influenced by the TL style. Kara et al. employed a cross-sectional design with 443 staff in Turkey's five-star hotels. They examined the link between TL and the quality of EWE. The study's conclusions showed that the association between TL and EWE quality is statistically significant and favourable. Results also showed that employee psychological factors were mediating the connection between TL and EWE.

Marwan (2022) used a sample of 338 full-time employees working in the ICT sector in Palestine to assess the effect of TL on EWE through the mediating role of EPW using CFA and SEM. The results demonstrate that the TL style considerably influences EWE in the psychological well-being mediation role.

Conceptual Framework

According to Van De Voorde et al. (2012), the mutual gain perspective, also known as the psychological well-being perspective, transformational leaders profit from EW. The correlation between TL, EPW, and job engagement is substantial, nevertheless. The conceptual framework is shown in Figure 1.

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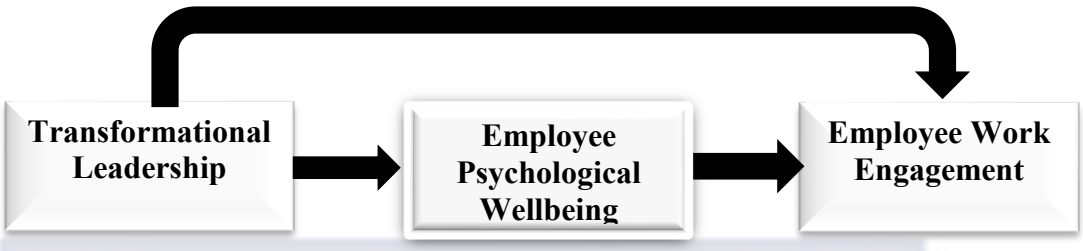

Figure 1: Conceptual Framework

Source: Authors construct (2022)

The assumption is that there is a positive relationship between transformational leadership and work engagement. It is also hypothesised that there is a positive line between transformational leadership and employee psychological wellbeing. It is assumed that employee psychological wellbeing will account for the link between transformational leadership and work engagement

Summary of Review

HRM has the supreme power to ensure the recruitment and selection of the right talent. Though, diverse techniques have been implemented to ensure employee optimization and development in attaining higher productivity levels. To ensure the retainment of talent, there is an implementation of promotion and fair remuneration. Though these schemes appear to motivate and retain the human capital within the institution, in certain situations, poor leadership proves insufficient in surging the engagement level within an institution. Other than the age-old issue of task-reward fairness, several problems have emerged that some experts worry may lead to work engagement (EWE) turning into another "HR fad" (Garrad & Chamorro-Premuzic, 2016).

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Ensuring successful strategies in developing employees to attain the highest level of productivity brings us to the concept of employee psychological well-being and work engagement. Engaging employees makes them emotionally attached to their duties, increases a sense of positivity which leads to their best efforts, and also cares about organizational success (Van-Caeneghem & Bequevort 2016). This goes beyond just feeling gratified with the organizational work-related factors.

With a psychological spectacle, when a leader is perceived, to be honest, capable, competent and caring, employees experience a greater degree of trust and comfort. Looking at the review of literature from a social point of view, when a leader is perceived, to be honest, capable, competent and caring, the leader and the employee will form a powerful bond that will enhance effective communication. Moreover, when TL use idealised influence, it will lead to trust because they think in the employees' best interest and not about the short-term financial outcomes.

Chapter Summary

The chapter provided information in respect of literature that supports the central theme of the study. Specifically, theories supporting the study were reviewed in light of how such theories support the context of the study given their scope of application. The key concepts were also explained in detail given their meaning, dimensions and importance in the context of the study. An empirical review was conducted to establish the relationship between the constructs considered in the study, given cognizance of the theoretical relationships explained in the theoretical review. A conceptual framework was

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formulated to give a picture of the nature of purported relationships expected to be exhibited among the constructs given the nature of the analytical framework delineated by the research objectives.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the research methods that were employed to conduct the study. The methods comprised the research design, study area, population, sampling procedure, data collection instruments, data collection procedures, and data processing and analysis.

Research Design

A research design outlines the methods and procedures for gathering the data necessary to frame and address the research problem. It also specifies what data are to be gathered, from what sources, and using what techniques (Reddy & Acharyulu, 2018). A solid research design makes sure that the data is acquired objectively and economically and that it is pertinent to the study problem.

This study used a cross-sectional, explanatory research approach. All research can be classified into one of three categories, per Saunders and Lewis (2012) namely explanatory research (which seeks to understand the phenomena by establishing causal associations between the variables), "descriptive research, and exploratory research (which seeks new insights and clarifies the understanding of a problem). An explanatory study looks for causes, establishes the causal relationship between variables, ascertains the consequences of the behaviour of a social phenomenon, and forecasts how a phenomenon will change or fluctuate in relation to another variable. Explanatory investigations are typically experimental, allowing for the testing of hypotheses and the use of

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comparison groups (Reddy & Acharyulu, 2018). This study used the explanatory approach because it sought to understand how transformational leadership, psychological health, and job engagement are related.

To reiterate, cross-sectional survey research examines a sample of the population to generate a quantitative account of the trends, attitudes, or opinions within that community, according to Babbie (2016). Choosing a sample from the intended population allows the researcher to analyze small or large populations at the same time to determine the relative incidence, distribution, and interrelations (Reddy & Acharyulu, 2018). The study attempted to understand a sizable community by interviewing a sample from the study population at one particular period, thus the researcher determined that this design was the most appropriate. Due to time and resource limitations, it is simply not feasible to examine the entire population of interest.

Research Approach

This study was grounded in the positivists' approach. Based on this, the researcher operated contingent on the belief that reality is stable and objective, and as a matter of fact can be observed and measured (Cohen, Manion, & Morrison, 2013). In this study, employee work engagement, as a variable, is characterised as stable, such that an institution which has favourable working conditions should be rated consistently by all employees who have experienced it. Due to this, the variable "transformational leadership" is observable, objective and can be measured. Also, the researcher was guided by the ideologies of demonstration, causal links and verification between the bits of

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information utilised and recognising factors that affect outcomes (Creswell, 2012).

Study Area

The University of Cape Coast is one of the government universities in Ghana and is situated in Cape Coast, Central Region of Ghana. The university was established in 1962 out of a dreadful need for highly skilled and qualified human resources in education. The institution was established to offer training for graduate teachers for secondary and pre-tertiary schools in the country like technical institutions and teacher training colleges, a mission that the two prevailing government universities at the time were unfitted to accomplish. Since then, the university has added to its roles, the training of health care specialists and doctors, education administrators, agriculturalists, and planners. In fulfilment of its mission, the university re-engineered its degree programmes from Bachelor of Education, Bachelor of Science with a Diploma in Education, and Bachelor of Arts with a Diploma in Education to Bachelor of Arts /Bachelor of Science with non-education content and a Bachelor of Education, a professional qualification in Education.

The University of Cape Coast today has five colleges which include: College of Humanities and Legal Studies (CHLS), College of Distance Education (CoDE), College of Education Studies (CES), College of Agriculture and Natural Sciences (CANS), College of Health and Allied Sciences (CoHAS) and School of Graduate Studies and Research. From an initial enrolment of 155 in 1962, the University of Cape Coast now has several students enrolled in various programmes in the regular stream, sandwich and distance education.

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Population

Population refers to the total collection of people, things, or events that have some observable traits (Creswell, 2012). The study population will cover the senior administrative staff (SAS) of UCC. The total population of the SAS of UCC is 500, which comprises 306 females and 194 males.

Table 1: Population of Senior Staff of the University of Cape Coast - UCC

Colleges	Population (Snr Staff)
College of Humanities and Legal Studies	142
College of Education Studies	113
College of Agriculture and Natural Sciences	56
College of Health and Allied Sciences	65
School of Graduate Studies	26
College of Distance Education	98
Total	**500**

Source: Directorate of Human Resource, UCC (2022)

Sample and Sampling Procedure

A sample is a portion of a population that shares the same traits as the population from which it was drawn (Creswell, 2012). The sample size for the investigation was calculated using Krejcie and Morgan's (1970) table. To be appropriate for this study, a sample of 217 people was chosen. According to Fraenkel and Wallen (2010), a minimum of 100 participants is appropriate as a sample in a survey study. Based on this, the researcher's choice of 217 as a sample for this study was appropriate. The stratified and simple random

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sampling method was used to select 217 administrative staff. The strata were based on the various colleges in the University (Creswell, 2012).

Table 2: Senior Staff Selected for the Study

Colleges	Population (Snr Staff)	Sample Size
College of Humanities and Legal Studies	142	62
College of Education Studies	113	49
College of Agriculture and Natural Sciences	56	24
College of Health and Allied Sciences	65	28
School of Graduate Studies	26	11
College of Distance Education	98	43
Total	**500**	**217**

Source: Directorate of Human Resource, UCC (2022)

The respondents were chosen using a basic random sample procedure after the stratification variable. A simple random sampling method has high reliability, a high degree of representativeness, and a generalization of research findings (Creswell, 2012). The researcher used the lottery method. This is an old classical method, but it is a powerful technique. The sample frame obtained from the University of Cape Coast HR office contains lists of all senior staff. All the population units are numbered on a sheet of paper to form the sample frame. The papers were mixed thoroughly for the participants to pick at random. This process continued until the desired sample size of 217 was attained. The sample size was distributed among the various colleges in the UCC using the formula total number of senior staff chosen from a particular college divided by

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the total number of senior staff multiplied by sample size. A sampling frame was derived within each stratum by extracting and pooling the names of the senior staff from the senior staff's list. This procedure was repeated until all respondents from each stratum have been selected.

Data Collection Instrument

The study employed a structured questionnaire (Appendix A), as the sole instrument for data collection. A questionnaire is regarded as an efficient way of collecting statistically 'quantifiable data' and it could also be used to obtain responses from a large number within a short space of time (Leedy & Ormrod, 2010). The questionnaire was grouped into four sections, that is, A, B, C, and D. In the measurement of the variables, the study adopted the psychological well-being scale from Telef (2013), Using the multifactor leadership questionnaire created by Bass and Avolio (1997) and the Utrecht EWE Scale (UWES-3) to measure TL and the respondents' level of work engagement (Schaufeli, 2017). Section A captured the demographic components of respondents, Section B highlighted the level of transformational leadership, Section C measured the level of employee work engagement and Section D examined the level of EPW. The validity of the instrument was established by the supervisor. Although the items of the instrument were edited, it was useful that the questionnaire goes through pilot testing to make it valid and reliable. The purpose was to gain insight into the relative strength and weaknesses of the instrument.

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Validity and Reliability of Instrument

Content Validity is about how much a measurement tool represents every single element of a specific construct and asks whether a specific construct and element enhance a test or the research questions (Dzakadzie, 2015). The items were examined by research professionals (supervisors) to determine the content validity. The supervisor's comments aided in subjecting the questions and the questionnaire as a whole to face and content validity tests.

Welman, Kruger, and Mitchell (2005) also stated that it is necessary and useful to pretest the instrument for data collection before administering it to the actual sample. For these reasons, a pilot study was conducted to assess the questionnaire—the pilot study assisted in revising the questions for the actual respondents. A pilot study was conducted using senior staff at the UEW. Aside from proximity, the University of Education, Winneba, was chosen for pilot testing because the leadership procedures are comparable to that of the UCC. As a result, staffs encounter certain leadership styles and can offer their perspectives on the nature of transformational leadership, psychological well-being, and employee engagement. Following the evaluation of the data, Cronbach's alpha was computed. The issues raised by the item analysis were addressed.

SPSS version 25 was used to calculate the reliability of scaled items. A scale's Cronbach alpha coefficient should be more than 0.70, according to Polit, Hungler, and Berck (2013). The questionnaire had a reliability of 0.787 in this study. This means the questionnaire was reliable since the Cronbach alpha

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value (0.787) is above the threshold of 0.70 recommended (Polit, Hungler, & Berck, 2013).

Data Collection Procedure

An introductory letter was sent to the various departments selected to seek permission to conduct the study. This was done after the supervisor had given the go-ahead for the data collection. Initial contacts were made, and dates for data collection will be fixed.

When the time and date were due, the researcher asked for help from some of the senior staff at the respective colleges to gather the participants in one place. The researcher provided a brief overview of the importance of the research to the participants and the teachers who helped me to distribute questionnaires and supervise participants. The researcher assisted staff who had challenges in completing the questionnaires by interpreting the items on the questionnaire. Participants involved were motivated to ensure their full participation and attention. The participants took approximately 25 to 30 minutes to complete the questionnaire. The data collection process took about one and a half weeks

Data Processing and Analysis

Data processing and analysis is an act of collecting facts by spotting individuals through the study questions in the forms of questionnaires, interviews and checklists and subjecting them to statistical procedures (Creswell, 2012). In mobilizing the actual or primary information from respondents, questionnaires were employed. The gathered data was examined using descriptive and statistical techniques. The data analysis employed SPSS

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version (25) for the task. The research question and the study's hypothesis served as the foundation for the data analyses. This involved the use of percentages and frequency tables. Frequency, Percentages. Mean, and standard deviation was used to analyse data for research question one, two, and three. Research hypotheses one and two were analysed using correlation analysis (Pearson Product Moment Correlation Coefficient). The data for research hypothesis three will be analysed using JASP software.

Ethical Considerations

According to Bilson (2016), the four steps in research ethics include planning, data collection, data processing, interpretation, and results in dissemination. Complete honesty was maintained during the data-gathering stage and during administering questionnaires. Respondents were offered the option of filling out their questionnaires in private to maintain confidentiality. When the findings were disseminated, precautions were taken to protect the privacy, anonymity, and confidentiality of all participants. Rather than having any preconceived preconceptions, the data patterns were employed to address the consequences.

The informed consent of participants was sought concerning their involvement. This was done in three ways, that is, disclosure of information, making aware respondents' competency to decide, and the voluntary nature of the decision. Respondents were not coerced to answer questions they did not wish to answer. As no form of identification was requested from participants, confidentiality and anonymity were guaranteed. Respondents were provided

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with a letter of consent to take part in the study. This letter was sent to them as a courtesy to confirm that they gave informed consent to participate in the study.

Chapter Summary

This chapter presented the research methods that were employed to conduct the study. The methods comprised the research design, research approach, study area, population, sampling procedure, data collection instruments, data collection procedures, and data processing and analysis. The study adopted the explanatory research design with questionnaires as the main data collection instrument.

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CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter deals with the analysis and interpretation of the study results. The chapter is divided into two sections. The results in this chapter are in two divisions; the presentation of background data and primary data. The presentation and discussion were done in line with the study's objectives. The purpose of the study was to examine the association between TL, EPW, and EWE. Specifically, the study aimed to: examine the relationship between TL and EPW, examine the relationship between TL and EWE, and examine whether psychological well-being will mediate the relationship between TL and EWE. The research question and the study's hypothesis served as the foundation for the data analyses. This involved the use of percentages and frequency tables. Frequency, Percentages, Mean, and standard deviation was used to analyse data for research question one, two, and three. Research hypotheses one and two were analysed using correlation analysis (Pearson Product Moment Correlation Coefficient). The data for research hypothesis three will be analysed using JASP software. A return rate of 70.51% (153 out of 217) was achieved after the administration of the instrument.

Background Characteristics of Respondents

The background information of students surveyed includes gender and age range. Table 3 presents the summary of results on students' background characteristics.

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Table 3: Demographic Characteristics of Respondents

Demographics	Frequency	Percentage
Gender		
Male	69	45.10%
Female	84	54.90%
Age		
20-24	8	5.23%
25-29	14	9.15%
30-34	33	21.57%
35-39	42	27.45%
40-44	27	17.65%
45-49	13	8.50%
50-54	7	4.58%
55-59	9	5.88%
Level of Education		
HND	3	1.96%
Bachelor's Degree	121	79.08%
Master's Degree	29	18.95%
PhD	0	0.00%
How long have you been working here		
Less than 1 year	3	1.96%
1-5 years	91	59.48%
6-10 years	36	23.53%

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More than 10 years	23	15.03%
Marital Status		
Single	56	36.60%
Married	82	53.59%
Divorced	2	1.31%
Widowed	13	8.50%

Field Survey (2022)

Table 3 presents the demographic characteristics of senior administrative staff at the University of Cape Coast. These characteristics provide insights into the composition of the staff in terms of gender, age, education level, tenure at the university, and marital status. The data indicates that the senior administrative staff at the University of Cape Coast is fairly balanced in terms of gender representation. Among the respondents, 45.10% are male and 54.90% are female. The age distribution of the senior administrative staff shows a diverse range of experience and perspectives. The majority of respondents fall within the age groups of 30-34 (21.57%) and 35-39 (27.45%), indicating a significant mid-career presence. The staff also includes individuals from younger age groups such as 20-24 (5.23%) and 25-29 (9.15%), as well as more experienced individuals in the 40-59 age range.

The educational qualifications of the senior administrative staff highlight the academic background of the team. A significant portion of the respondents hold a Bachelor's Degree (79.08%), followed by a Master's Degree (18.95%), a smaller proportion have an HND (1.96%) and none of the respondents had a PhD. This suggests that the majority of the administrative

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staff has attained a higher level of education, potentially enhancing their ability to handle complex administrative tasks and contribute effectively to the university's management.

The length of time that senior administrative staff members have been working at the university varies. A notable portion (59.48%) has been employed for 1-5 years, indicating a continuous influx of relatively new talent into the administrative team. Meanwhile, 23.53% have been working for 6-10 years, and 15.03% have served for more than 10 years. This distribution suggests a combination of experienced individuals who have contributed over the years and newer staff who may bring fresh perspectives and approaches. The marital status of senior administrative staff sheds light on their personal lives and potential commitments outside of work. The majority are married (53.59%), followed by single individuals (36.60%). A smaller portion is widowed (8.50%), and a very small percentage is divorced (1.31%).

Main Analysis

This part presents the results of the main analysis. The results are presented in the order of the research questions. The study employed a four-point Likert scale ranging from 1 – 4 (1= strongly agree, 2= agree, 3=disagree, and 4= strongly disagree) for the data collected. A mean score of 2.5 was used as a criterion based on the responses. That is (1+2+3+4)/4. Items with mean scores above 2.5 depict disagreement with the item, whereas items below 2.5 depict agreement with the item.

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Table 4: Descriptive Statistics of Study Variables

Statements	Mean	SD
Transformational Leadership	2.88	0.81
Employee Psychological Wellbeing	3.01	0.63
Work Engagement	2.99	0.71
Overall Mean and SD	**2.96**	**0.72**

Field Survey (2022)

Table 4 highlights the descriptive statistics on the study variables. Respondents indicated high levels of TL, EPW, and work engagement with an overall mean and SD of (*M*=2.96, *SD*=.72).

Research Hypothesis One

H_1: There is a significant relationship between TL and EPW

This hypothesis examined whether TL relates to employee psychological well-being. A correlation analysis was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was employee psychological well-being. The normality assumption was tested before the test was conducted. The normality test was conducted using the Q-Q plots; the result is shown in Figure 2.

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Q-Q Plot Standardized Residuals

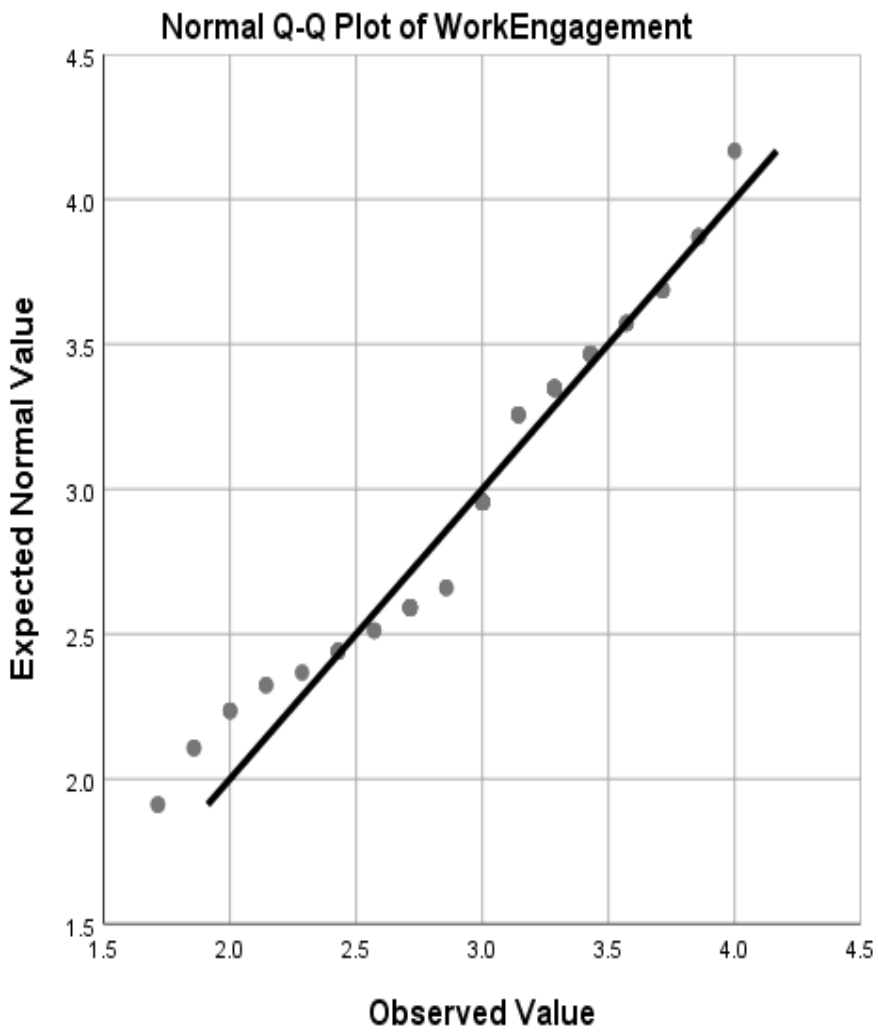

Figure 2: Q-Q Plot for Normality

Field Survey (2022)

The Q-Q plot shown in Figure 2 revealed that the data points are closer to the regression line. This depicted that the residuals for the variable work engagement are normal distribution, hence, the normality assumption was satisfied.

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Table 5: Relationship between TL and EPW

Variables	N	Pearson's r	p-value
Transformational Leadership - Employee psychological well-being	153	.416	.000**

Field Survey (2022)

**Correlation is significant at 0.01 level

The result in Table 5 indicates a moderately significant positive correlation between TL and the EPW of employees. This implies that high levels of TL in an institution relate to high levels of psychological well-being of administrative staff. It can also be said that low implementation of transformational leadership in an institution moderately and significantly leads to the low psychological well-being of administrative staff. However, the alternate hypothesis which states that is a significant relationship between TL and employee EPW, is accepted.

Research Hypothesis Two

H_1: There is a significant association between TL and EWE.

This hypothesis examined whether TL relates to employee work engagement. The correlation analysis (Pearson) was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was EWE

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Table 6: Transformational leadership and employee work engagement

Variables	N	Pearson's r	p-value
Transformational Leadership - Employee Work Engagement	153	.561	.000**

Field Survey (2022)

**Correlation is significant at 0.01 level

The result in Table 6 indicates a moderately significant positive correlation between TL and employee EWE. This implies that high levels of TL in an institution relate to high levels of administrative staff work engagement. It can also be said that low implementation of TL in an institution moderately and significantly leads to low work engagement of administrative staff. However, the alternate hypothesis which states that is a significant relationship between TL and EWE is accepted.

The mediating role of EPW on the relationship between TL and EWE among administrative staff.

The study further examined the mediating role of EPW on the relationship between TL and EWE among administrative staff. The mediator variable is employee psychological well-being, the predictor variable is TL, and the criterion variable is EWE. A regression-based mediation analysis was performed to establish whether EPW explains the relationship between TL and EWE among administrative staff. Table 7 and Figure 2 present the details of the mediation analysis.

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Table 7: Total, Direct, and Indirect Effect of X on Y

Indicators	Effect	BootSE	BootLLCI	BootULCI
The total effect of X on Y	1.337	.071	1.197	1.478
The direct effect of X on Y	.782	.056	.672	.892
Indirect effect(s) of X on Y	.556	.131	.348	.830
Partially standardised indirect effect(s) of X on Y	.060	.015	.036	.090
Completely standardised indirect effect(s) of X on Y	.307	.051	.219	.412

Field Survey (2022)

X- Transformational Leadership; Y- Work Engagement; Mediator- Employee Psychological Wellbeing

As presented in Table 6, results found a positive significant total effect of EPW on EWE, *B* = 1.337, *BootSE* = .071, *BootCI*(1.197, 1.478). The results also found a positive significant direct effect of employee EPW on EWE among administrative staff, *B* = .782, *BootSE* = .056, *BootCI*(.672, .892). Most importantly, the results showed a significant positive mediation effect of EWE in the relationship between TL and EWE, *B* = .556, *BootSE* = .131, *BootCI*(.348, .830). The details of the path analysis are shown in Figure 7.

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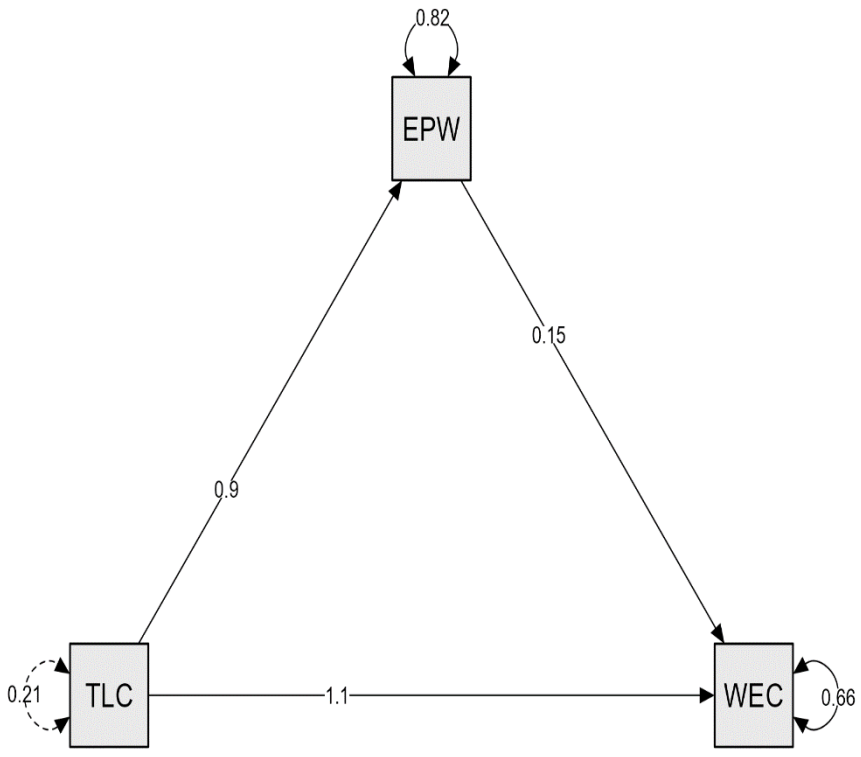

Figure 2: **A Path Analysis on the Mediation Role of EPW on the Link between TL and EWE.**

Field Survey (2022)

Overall, the findings of this study revealed a statistically significant mediation effect of EPW in the relationship between TL and EWE. The result suggests that for TL to explain the variances in work engagement, employee psychological well-being plays a critical role. It is important to mention that the absence of employee EPW or low EPW would jeopardise the relationship between TL and EWE. Therefore, the alternate hypothesis that the psychological well-being of employees will mediate the association between TL and EWE was accepted.

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Discussion

Research Hypothesis One

This hypothesis examined whether TL relates to employee psychological well-being. A correlation analysis was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was employee psychological well-being. A moderately significant positive correlation was found between TL and EWE. This implies that high levels of TL in an institution relate to high levels of administrative staff EWE. It can also be said that low implementation of TL in an institution moderately and significantly leads to the low psychological well-being of administrative staff. A link between leadership in general and the well-being of employees has been identified by diverse studies (Liyanage, 2020; Van De Voorde et al., 2012; Arnold et al., 2007; Grant et al., 2007). Using a systematic analysis of 30 empirical research studies, Liyanage (2020) examined the degree of influence TL has on employee psychological well-being (EPW). It was found that TL predicts EPW through several socio-psychological mechanisms. It was further revealed that the factors that mediate the link between TL and EPW are psychological resources, empowerment, role conflict, self-efficacy, and perception of work-life conflict.

Verbraak (2014) investigated the link between TL and all three forms of well-being (psychological, physical, and social well-being) using One hundred twenty employees from different organizations. A significantly positive link was found between TL and EPW. As per Parker et al., (2015), there is a need for leaders to create enabling milieu for employee participation in decision-

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making. Wu (2017), concurred that a surge in EWE increases employee commitment to an organisation. However, Wray (2016), posited that a leader's ability to involve employees rather increases EWE. Leaders must be supportive and take a genuine interest in knowing employee engagement requirements (Bolarinwa, 2015). Bolarinwa (2015) concluded that the three psychological conditions leaders need to engage employees are meaningfulness, safety, and availability of resources.

Holstad et al. (2014) studied how TL is related to EPW using a cross-sectional design and 199 German employees working in financial sectors. Findings revealed that social support mediates the association between TL and follower emotional strain. First, TL uses individualized consideration, characterized by listening, caring, and showing empathy towards employees, etc. The study's results found a positive link between TL and EPW. Additionally, transformational leaders use intellectual stimulation employees' confidence and self-efficacy to increase their confidence (Kelloway et al., 2012).

Transformational leadership can inspire followers to contribute to one's organization and the community. According to Pearce and Conger (2002), transformational leadership encourages and develops employees intellectually and artistically while incorporating employee care as a crucial component of the company's goal. This leadership style extends beyond rewards for achievement. According to Trofino (2000), who makes a similar claim, transformational leaders establish a clear vision for their organization. The conceptual framework introduced by Bass (1985) was consistently used in all research papers to define

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transformational leadership. According to Bass, the four main elements of idealized influence, inspirational motivation, individual consideration, and intellectual stimulation are usually used to define transformational leadership.

Research Hypothesis Two

This hypothesis examined whether TL relates to employee EWE. The correlation analysis (Pearson) was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was employee EWE. A moderately significant positive correlation between TL and employee EWE. This implies that high levels of TL in an institution relate to high levels of administrative staff EWE. It can also be said that low implementation of transformational leadership in an institution moderately and significantly leads to low work engagement of administrative staff. A study by Hayati, Charkhabi, and Naami (2017) revealed that TL significantly and positively impact EWE and its facets. In an attempt to investigate the drivers of EWE and its influence on TL Popli and Rizvi (2016), used a multi-cross-sectional descriptive design with data collected from 340 front-line employees across the Delhi National Capital Region (NCR) service sector. A significant relationship between TL and EWE. In an attempt to validate the link between TL and EWE, Popli and Rizvi (2017), using 153 cross-industry managers, found a positive link between TL and EWE.

Hayati et al. (2017) examined the effects of TL and its components on EWE among nurses. The indication was that, TL and positively impacted facets of EWE. It was additionally found that TL transfers their high power and enthusiasm to their subordinates by way of modelling. In examining the

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influence of pay satisfaction and TL on EWE, Sharma and Krishnan (2016), used a sample of 93 employees from the IT sector. Results revealed that TL is a significant determinant of EWE. However, Shepperd et al. (2018) found that contrary to previous findings by scholars, leadership behaviours positively influence EWE. Several studies have posited that TL behaviours facilitate or improve EWE such as trust and integrity, significant contribution to organizational success, career advancement opportunities, excellent communication, supportive colleagues, and pride in the organization (Blomme et al., 2018; Liu & Zhang, 2016; Shepperd et al., 2018). In the hospital sector in Sri Lanka, Thisera and. Sewwandi (2019) examined the influence of TL on subordinates' engagement in the health sector using 245 executive-level health practitioners. It was revealed that each of the dimensions of TL influences the EWE of health practitioners. Further, the study discussed the theoretical and practical implications.

Evelyn and Elegwa (2020) examined the influence of TL on employee engagement in civil service in Kenya, using a sample of 252 civil servants. It was revealed that TL is positively related to EWE. It was further revealed that each of the dimensions of TL positively and moderately influences the EWE of civil servants. Supervisors' inspirational motivation of leaders was weak and insignificant, while idealized influence was negatively related to employee engagement.

Research Hypothesis Three

The study further examined the mediating role of EPW on the relationship between TL and EWE among administrative staff. The mediator

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variable is employee psychological well-being, the predictor variable is TL, and the criterion variable is EWE. A regression-based mediation analysis was performed to establish whether EPW explains the relationship between TL and EWE among administrative staff. Study findings are consistent with works done by Ghafoor et al. (2019) who examined the association between TL, EWE, and EP. A significant relationship was found between TL, EWE practices, and EP. Psychological well-being was also seen to mediate the relationship between these variables. Manu and Sinosh (2020), the term EWE has entered into the common parlance of organizational context. Using a sample of 500 employees working in 25 software firms. It was found that EPW has a positive impact on the overall engagement of employees. Also, a significantly positive link between TL and the EPW of employees was found. However, EPW was found to mediate the link between TL and EWE.

Using a sample of 530 full-time employees, Ghadi et al. (2017), explored the mediating influence of psychological well-being on the relationship between TL and EWE. The results revealed that the TL style influences followers' attributes of EWE. Using a cross-sectional design with 443 employees in five-star hotels in Turkey, Kara et al. (2019) examined the link between TL and the quality of EWE. TL has a statistically significant and positive relationship with the quality of EWE. Results further revealed a relationship between TL and EWE being mediated by employee psychological. Using CFA and SEM, Marwan (2022) found that the TL style significantly affects EWE in the mediating role of EPW.

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Chapter Summary

The current study contributes to the leadership literature. Transformational leadership relates positively to employee psychological well-being. A correlation analysis was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was EPW. A moderately significant positive correlation between TL and employee psychological well-being was found. Research hypothesis two examined whether TL relates to EWE. The correlation analysis (Pearson) was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was employee work engagement. A moderately significantly positive correlation between TL and EWE was established. The study further examined the mediating role of EPW on the relationship between TL and EWE among administrative staff. The mediator variable is employee psychological well-being, the predictor variable is TL, and the criterion variable is EWE. The study findings revealed a statistically significant mediation effect of EPW in the relationship between TL and EWE.

Several studies have paid attention to the outcomes of the various types of leadership styles employed by organisations such as performance and efficiency. Most research on leadership has focused on the organisational outcomes of a specific leadership style, such as performance and efficiency. From the review of related literature, daily fluctuations in TL may also affect employees' work experiences (i.e., EWE).

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CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter discusses the summary of the study, conclusions drawn from the major finding and the appropriate recommendations in relation to TL, EWE, and EWE of administrative staff. The next section of this chapter covers the summary of the study with the next section discussing the key results of the study. The conclusions from the key findings are discussed in the next section. The recommendations in respect of the various key findings are also presented. Furthermore, a discussion of the various suggestions for further studies is also presented.

Summary of the Study

The purpose of the study was to examine the relationship between TL, EPW, and EWE (the role of EPW). Specifically, the study aimed to examine the association between TL and employee psychological well-being, the relationship between TL and EWE, and whether the psychological well-being of employees will mediate the association between TL and EWE. The study employed the survey design in which a questionnaire was used to collect the data from the respondents. The study's sample size was 153 UCC administrative staff. The data for the research questions were analysed with descriptive and inferential statistics, particularly mediation analysis.

Summary of the Key Findings

Research hypothesis one examined whether transformational leadership relates to employee psychological well-being. A correlation analysis was

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conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was EPW. A moderately significant positive correlation between TL and employee psychological well-being was found.

Research hypothesis two examined whether TL relates to EWE. The correlation analysis (Pearson) was conducted to address this research hypothesis. The predictor was transformational leadership. The criterion variable was employee work engagement. A moderately significantly positive correlation between TL and EWE was established.

The study further examined the mediating role of EPW on the relationship between TL and EWE among administrative staff. The mediator variable is employee psychological well-being, the predictor variable is TL, and the criterion variable is EWE. The study findings revealed a statistically significant mediation effect of EPW in the relationship between TL and EWE.

Conclusions

Research hypothesis one examined whether transformational leadership relates to employee psychological well-being. A moderately significant positive correlation was found between TL and EPW. The research findings substantiate a noteworthy association between transformational leadership and employee psychological well-being. This indicates that leaders who exhibit transformational qualities have the potential to positively impact the psychological well-being of their staff. Such leadership practices, characterized by inspiration, motivation, and fostering a sense of belonging, can contribute to enhancing the overall mental and emotional state of employees. This outcome

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suggests that fostering a transformational leadership style could potentially lead to improved employee psychological well-being within the university setting.

The study also found a moderately significantly positive correlation between TL and EWE. The research results also highlight a significant link between transformational leadership and employee work engagement. This underscores the influential role transformational leaders play in fostering a work environment that stimulates employee commitment, enthusiasm, and active involvement in their tasks. Transformational leadership, with its emphasis on empowerment and continuous growth, can catalyze enhancing work engagement among administrative staff at the University of Cape Coast.

The study further examined the mediating role of EPW on the relationship between TL and EWE among administrative staff. The mediator variable is employee psychological well-being, the predictor variable is TL, and the criterion variable is EWE. The study's exploration of the mediating role of employee psychological well-being (EPW) unveils a pivotal aspect of the relationship between transformational leadership and work engagement. The findings indicate that employee psychological well-being acts as a mediator in this relationship. This implies that transformational leadership's impact on work engagement is partly channelled through its influence on the psychological well-being of employees. When transformational leaders create an environment that nurtures well-being, employees are likely to experience higher levels of engagement in their tasks and responsibilities.

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Recommendations

The study made the following recommendations:

The results of the first objective revealed that there is a moderately significant positive correlation between transformational leadership and employee psychological well-being. Based on these findings, it is recommended that the university invests in training programs to develop transformational leadership skills among its leaders, prioritize the selection and promotion of leaders who exhibit these traits, encourage open communication and feedback, establish recognition and reward systems, provide ample employee development opportunities, support work-life balance, value employee input, and continue researching the specific elements of transformational leadership that most influence well-being to ensure sustained positive effects.

The study also found a moderately significantly positive correlation between TL and EWE. To enhance employee well-being and engagement, the university should prioritize leadership training in transformational behaviours, encourage open communication, implement recognition systems, provide professional development opportunities, empower employees, address potential engagement barriers, and maintain vigilance over employee well-being. These actions can collectively contribute to creating a positive work environment that fosters higher levels of engagement and psychological well-being.

The findings of the study revealed a statistically significant mediation effect of EPW in the relationship between TL and EWE. The findings emphasize the need for the university to invest in leadership development programs that nurture transformational leadership skills, while also prioritizing

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employee psychological well-being through tailored training, open communication, recognition initiatives, and ongoing evaluation. Incorporating EPW into performance metrics is suggested to sustain positive outcomes. By implementing these recommendations, the university can foster a positive work environment that enhances both employee well-being and engagement, ultimately benefiting the institution and its staff.

Suggestions for Future Studies

To extend the scope and generalizability of the findings, future studies could examine the relationship between transformational leadership, employee psychological well-being, and work engagement in other contexts, such as different sectors, industries, cultures, and countries. Future studies could also use different methods, such as longitudinal designs, experimental designs, or qualitative approaches, to explore the causal mechanisms and contextual factors that influence the relationship between these variables.

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APPENDICES

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

The purpose of this study is to examine the relationship between transformational leadership, employee psychological well-being, and work engagement (the mediating role of employee psychological well-being). Your participation in this study is voluntary. The information you provide in this questionnaire is strictly for academic purposes. You are therefore assured of confidentiality with any information given.

Please respond to each of the items below.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Gender

Female [ ] Male [ ]

2. Age

20-24 years [ ] 25-29 years [ ] 30-34 years [ ] 35-39 years [ ] 40-44 years [ ] 45-49 years [ ] 50-54 years [ ] 55-59 years [ ]

3. Level of Education

HND [ ] Bachelor's Degree [ ] Master's Degree [ ] PhD [ ]

4. How long have you been working here

Less than 1 year [ ] 1-5 years [ ] 6-10 years [ ] More than 10 years [ ]

5. Marital Status

Married [ ] Single [ ] Divorced [ ] Widowed [ ]

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SECTION B

The following statements are the nature of Transformational Leadership (Multifactor Leadership Questionnaire designed by Bass and Avolio (1997). Please indicate by ticking (√) in the space that corresponds with the extent to which you agree or disagree with each of the following statements.

SD – Strongly Disagree; D –Disagree; A- Agree; and SA – strongly Agree;

S/N	Statements	SD	D	A	SA
1	My leader instils pride in me for being associated with him/her				
2	Leaders go beyond self-interest for the good of the group				
3	My leader acts in ways that build my respect				
4	My leader displays a sense of power and confidence				
5	My leader talks about his/her most important values and beliefs				
6	My leader specifies the importance of having a strong sense of decisions				
7	My leader emphasizes the importance of having a collective sense of mission				
8	My leader talks optimistically about the future				
9	My leader talks enthusiastically about what needs to be accomplished				

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10	My leader expresses a compelling vision of the Future				
11	My leader expresses confidence that goals will be achieved				
12	My leader re-examines critical assumptions to question whether they are appropriate or not				
13	My leader seeks differing perspectives when solving problems				
14	My leader gets me to look at problems from many different angles				
15	My leader suggests new ways of looking at how to complete assignments				
16	My leader spends time teaching and coaching				
17	My leader treats me as an individual rather than just a member of the team				
18	My leader considers me as having different needs, abilities and aspirations from others.				
19	My leader helps me to develop my strengths				

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SECTION C

The following statements are the level of employee psychological well-being (Psychological Wellbeing Scale from Turkish by Telef, (2013).

S/N	Statements	SD	D	A	SA
	Autonomy				
1	I have confidence in my opinions, even if they are contrary to the consensus				
2	I tend to be influenced by people with strong opinions.				
3	My decisions are not usually influenced by what everyone else is doing.				
	Environmental Mastery	**SD**	**D**	**A**	**SA**
4	I am good at juggling my time so that I can fit everything that needs to get done.				
5	In general, I feel I am in charge of the situation in which I live.				
6	I am quite good at managing the many responsibilities of my daily life				
	Personal Growth	**SD**	**D**	**A**	**SA**
7	I am quite good at managing the many responsibilities of my daily life				
8	I enjoy seeing how my views have changed and matured over the years				

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9	I have the sense that I have developed a lot as a person over time				

SECTION D

The following statements are the level of work engagement (Utrecht Work Engagement Scale (UWES-3) by Schaufeli (2017).

S/N	Statements	SD	D	A	SA
1	At my work, I feel bursting with energy.				
2	At my job, I feel strong and vigorous.				
3	I am enthusiastic about my job.				
4	My job inspires me.				
5	When I get up in the morning, I feel like going to work.				
6	I feel happy when I am working intensely.				
7	I am proud of the work that I do.				

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