

BINDURA UNIVERSITY OF SCIENCE EDUCATION

AN ASSESSMENT OF THE EFFECT OF COVID-19 ON LEADERSHIP STYLES AND ORGANIZATIONAL CULTURE: A CASE STUDY OF GMB

BY

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Approval Form

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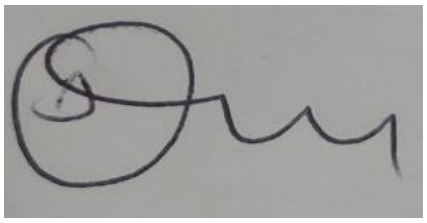
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DECLARATION

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ABSTRACT

The purpose of the study was to assess the effect of Covid 19 on leadership styles and organisational culture in the case of GMB. The study adopted a quantitative approach method using the case study design. Questionnaires were distributed to supervisors and management of GMB. Simple random sampling was used to pick respondents in the study because each employee has an equal chance of participating. One hundred and sixty (160) questionnaires were sent out. One hundred and fifty (150) respondents completed and sent back their responses. The Statistical Package for Social Sciences (SPSS) version 20 was used to analyse data. Descriptive statistics were used to analyse data in tables. The findings of the study were that there was a positive relationship between leadership styles and organizational culture during the COVID-19 pandemic in GMB. It was also found out that servant leadership and transformational leadership had a positive effect on organisational culture. The study recommends that GMB train its management on transformational and servant leadership styles. The two have a great impact on organisational culture, which also has a significant effect on the performance of GMB.

Keywords: Leadership, Leadership Style, Covid 19, Strategic Management**,**
Organisational Culture

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LIST OF ABBREVIATIONS

1. GMB……. Grain Marketing Board
2. CEO……Chief Executive
3. WHO……..World Health Organisation
4. ILO……. International Labour Organisation

CHAPTER 1

INTRODUCTION

1.0 Background of the study

The world witnessed the arrival of a new coronavirus in Wuhan, China in December 2019. In a very short period of time the viral infection emerged a global pandemic. In less than three months, the virus infected more than 52,066,14 people across the world and caused over 337,736 deaths in 216 countries and territories according to The World Health Organization (WHO). Considering the massive impact on human life (WHO) declared Covid-19 as a global pandemic on 11th March, 2020 (Ducharme, 2020). The Covid 19 pandemic affected many countries throughout the world and Zimbabwe is one of the countries that was not spared.

In Zimbabwe the first case of COVID 19 was recorded in March 2020. The government of Zimbabwe imposed a national lockdown to contain the spread of the pandemic on 30 March 2020 (Ndlovu & Sibanda, 2021). By the end of May 2020, 174 COVID-19 cases and four deaths had been recorded in Zimbabwe. At the end of October 2020, Zimbabwe had 8, 300 confirmed cases and 242 deaths. Many governments allowed some businesses to operate under the essential services grouping while observing strict measures from the mixture and extracts of the WHO, ILO and their Local Governments guidelines (Farawadya & Mwenje, 2021). GMB was also allowed to operate under the essential service group because of its role in the food industry.

Grain marketing Board (GMB)

Covid 19 pandemic also seriously affected the operations of GMB. As a result of the effects of the pandemic the following measures were implemented by management;

- Get tested
- Get vaccinated or risk not being allowed to report for duty
- Wear clean masks correctly always
- Wash our hands regularly
- Use virtual communication all the time unless if it’s impossible
- Stay home if you are sick
- Maintaining physical distances

Embracing all these changes means a change on the working culture of GMB. The new ways of living are disrupting the operations of GMB. Many employees at GMB across the country are fearful of job losses as the 'new normal' demands new tactics for managing with an uncertain future. The new normal means a new way of living and going about our lives, work and interactions with other people.

The organizational culture of GMB has to be changed. Thus regular rituals which were the norm in GMB have been totally replaced with new ways of doing things such as virtual meetings. The underlying values and assumptions of many GMB employees seem to have shifted from investigation and creativity towards safety and resilience. The cultural change represents a major challenge for GMB Managers. GMB leadership are asking themselves how they can build a company culture when everyone is working from home. This represents a significant opportunity for me as the researcher to assess the effect of Covid 19 and leadership styles on organisational culture.

1.2 Case of Study GMB

The Grain Marketing Board (GMB) is the country's leading grain trade and marketing company in Zimbabwe. It is a parastatal and was established under the Maize Control Act of 1931. Its key responsibilities are to give farmers their fair share of the local and export markets, present them with a definite market for their surplus grain products, and to guarantee the availability of adequate supplies of food for the local consumers either from internal production or from imports. It was renamed Grain Marketing Board in 1951 under the Grain Marketing Act [Chapter 18:14].

The responsibilities of the GMB remained fundamentally unchanged although many commodities in addition to maize were added under the control of the Grain Marketing Board. The GMB at that time was modified by Government. The Zimbabwean Government however, through a Cabinet resolution in May 2018, directed that all commercial activities of the GMB be separated from its core Strategic Grain Reserve (SGR) functions. GMB undertook value addition and commercial trading activities which are now being run by Silo Food Industries following the separation of commercial activities and SGR of the Grain Marketing Board.

GMB reports to the Zimbabwean government through a Board of Directors who in turn appoint the CEO, to oversee all GMB activities. The current CEO is Mr R Mutenha. The GMB has 87 depots throughout the country. Every district has at least one depot while highly productive districts have more than one depot. Among these depots only 13 are silo depots while the rest are bag depots. GMB is divided into three operational regions, namely Eastern, Northern and Southern region, with the head office in Harare. The regions are headed by Regional Managers, who reports to the Operations Director at Head Office. The organisation has more than 3750 employees and only a third of the workforce are permanent, the rest being contract and task workers.

1.3 Statement of the research problem

The existing pandemic, Covid 19 has created many substantial and unexpected changes in the way GMB operate. Substantial changes such as washing of hands, checking temperature and unexpected changes are imposed by head of state. These changes now have a bearing on leadership and organisatinal culture. During Covid 19, such issues like maintaining social distancing, which means a cautious physical space between individuals, has been embraced as an avoidance technique and thus compelled remote working. The challenge at GMB now is how to lead and manage employees carrying out remote working. This organisational change is having severe effects on GMB leadership and organisational culture. The work from home model will definitely result in the creation of subcultures as some workers are working full time at the work place whilst others are going to adopt the hybrid system.

The challenges facing the GMB leadership currently is how to create organisational culture irrespective of whether employees work in the office, at home or are using the hybrid system. The hybrid system enables employees to blend working from different locations for example home or office. Thus organisational subcultures must be lead so that they exist as part of the whole organisational culture.

The effect of Covid 19 on leadership styles and organisational culture has never been studied before. Therefore, the researcher was motivated to carry out the study.

1.4 Research objectives

Main objective: To assess the effect of Covid 19 on the leadership styles and organizational culture.

- To determine the appropriate leadership styles at GMB during Covid 19 pandemic.

- To understand the organizational culturee changes during Covid 19.
- To clarify the relationship between leadership styles and organizational culture during Covid 19.

1.5. Research questions

- What was the effect of Covid 19 in the workplace at GMB?
- To find out the appropriate leadership style during Covid 19 pandemic?
- To determine the organizational culture changes during Covid 19 at GMB?
- To assess the relationship between leadership styles and organizational culture during Covid 19?

1.6. Hypothesis

- H0: There was no relationship between leadership styles and organizational culture during Covid 19 pandemic.
- H2: There was a positive relationship between leadership styles and organizational culture during Covid 19 pandemic.

1.7. Research assumptions

- The respondents were truthful.
- All the questionnaires were answered.

1.8. Justification/Significance of the research

The study helped organizational leaders to use appropriate leadership styles in managing organisations. Use of appropriate leadership styles will in turn result in the right organizational cultures being built, since cultures are developed by the leaders. A well-functioning organizational culture will have a positive impact on staff motivation. When motivation is high among the workers, it also means that high performance levels and organizational objectives are met.

1.9. Purpose of the study

- The aim of the study was to determine the effect of leadership styles on organizational culture during the Covid 19 pandemic.

1.10. Importance of study

The study helped the organization to identify the nature of the relationship between leadership styles and organizational culture. The determination of the relationship will assist the board to design appropriate organizational policies that can be used in order for the organisation to meet its objectives.

The results of the study contributed to the body of knowledge on the significant elements of organizational culture during Covid 19.

1.11. Ethical consideration

The researcher was guided by ethical considerations whilst carrying out his research. The standards guided him from topic formulation, research instruments, data collection and analysis of findings. The researcher was not forcing respondents to participate in the research, and he was also notified them that they could withdraw from the programme if they so wish. Each respondent was free from influence of other respondents and that of the researcher. Work of other researchers shall be properly cited using the Harvard style to avoid plagiarism.

1.12 Dissertation outline

Chapter 1: This chapter covered the introduction to the research as well as the background of the study. The research objectives and questions were also covered. The hypothesis, research problem and justification were covered.

Chapter 2: The chapter focused on literature review. A brief introduction, definition of terms and the main topics to be covered were dealt with. Previous studies were revealed, and the various approaches used by different writers were highlighted. Theories were analysed and critised.

Chapter 3: The research methodology used to carry out the research work was covered. Justification for the type of methodology used by the researcher was also done. The methods used to gather data and collection instruments were also dealt with in the chapter, including ethical issues.

Chapter 4: Analysis and findings of study were done. Questions raised in chapter 1 were answered and discussion of findings was done.

Chapter 5: The chapter presented summary on findings as well as conclusions and recommendations on research findings. Areas that require further research were also highlighted.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The previous chapter presented and discussed the introduction to the study, the statement of the problem, purpose of the study, research questions and research objectives. This chapter will present a comprehensive review and discussion of theoretical propositions related to the topic under study. The researcher will critically scrutinise a variety of articles and literature related to the study. The study seeks to explore the effect of leadership styles on organisational culture during the Covid 19 pandemic: A case study of GMB.

2.2 Definition of terms

Leadership

The term leadership has many definitions. Some researchers have described leadership as a process of empowering, and motivating followers for their overall growth in life (Mahapatra & Kalra, 2021). This means that leaders must give authority to their followers to make business decisions. They must also provide enough resources and motivation to the followers so that high productivity is achieved.

The recent definition is that leadership is the ability and reliability possessed by individuals to influence, encourage, move, direct, even force others or groups to accept that influence and further do something that can make the achievement of certain goals that have been set before (Santoso & Fitriati, 2022)

Organisational culture

Organizational culture is very important for the smooth running of an organisation. Organizational culture is the shared beliefs, principles, standards, and assumptions that shape behaviour by establishing commitment, giving guidance, and generating integrated recognition (Liu, Luh, & Teng, 2022). Thus, organizational culture determines the quality of working life and the performance of the organisation. Organizational culture has different aspects, such as bureaucratic culture, innovative culture, and supportive culture.

Coronavirus Disease 2019 (Covid 19)

Coronaviruses are a large family of viruses that can cause disorders ranging from a mild cold to severe diseases. Some coronaviruses are zoonotic, which means that they spread from animals to humans. In December 2019, a novel coronavirus called severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) caused an outbreak of COVID-19 (Ciotti & Ciccozzi, 2020).

2.3 Leadership styles

Leadership styles refers to way the leader of a group of people influences the achievement of set goals. According to Mahapatra & Kalra, (2021) the definition of a leadership style varies from one person to another and from one situation to another. This means that there are many definitions of leadership style. It also means that leaders should employ the best leadership style depending on the situation at hand. There is no one size fits all leadership style. Other researchers Nangia & Arora, (2021) have also described leadership style as the manner and approach of providing direction, implementing plans, and motivating people. Leaders are there to give the vision of the organisation to the followers. The leaders must also make sure that their followers are working in harmony in order to achieve the goals of the organisation. This view was also supported by some researchers. Leadership is crucial and has a big impact on success or failure ((Talplacido, Florencondia, & Pascual, 2022)

2.3.3 Servant leadership

The leaders of an organisation have an impact on the well-being and motivation of its employees. This also means that they contribute to the development of organisational culture. Servant leadership is one of the modern leadership styles. Servant leaders put the interests of their followers first. This is done through empowering the followers to make important decisions. Servant leadership emphasizes that leaders be attentive to the concerns of their followers, sympathize with them, and develop them (Smith & Bhavsar, 2021). It is important for GMB leaders to listen to the concerns of their employees during this Covid 19 period. This will help management to handle the turbulent environment well. Thus the organisation will build a health culture that will promote productivity.

The view on servant leadership by Smith and Bhavsar was also supported by other scholars. Servant leadership focuses on leaders serving followers even above their self-interests and needs (Palomino, Araque, Estevez, & Broncano, 2021). This means that servant leaders are more concerned with the needs and growth of their employees/followers. This is particularly important in GMB during the Covid 19 period to have such leaders. The servant leader

would ensure that the employees are safe from the pandemic. Yet other leadership styles would be concerned with meeting the objectives of GMB at all costs. Ensuring a health working environment will also come with its own costs, which are a burden to GMB. The servant leader will ensure that all the workers are safe from Covid 19. This in turn will also mean that the customers are safe from being infected by GMB staff.

Servant leadership is also important in that it is associated with high follower motivation. These leaders focus on the personal growth and development of their followers, so that they may encourage them to develop self-efficacy beliefs (Eva *et al*., 2019). This means that GMB will have a strong positive culture. A positive culture is fundamental for team work. The end result is the achievement of the goals of GMB, because everyone is motivated to work. Highly motivated staff increase productivity which is good for the farmers as they would be served in the shortest possible time. Their payments would also be processed timeously. This would be a very good achievement to GMB as its reputation would be enhanced. The model below on fig 2.1 shows how servant leadership operates.

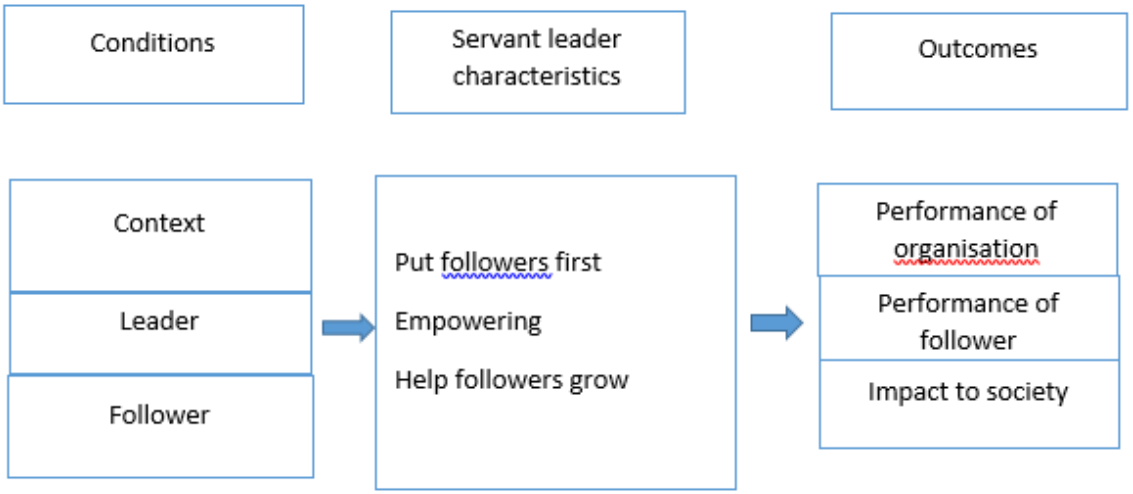


Figure 2. 1 Servant leadership

Source: Researcher, (2022)

2.3.3.1 Conditions

- Context: The nature of each of the context affects the way servant leadership is carried out. This is usually the structure and culture of the organisation. The culture influence the way servant leadership is able to be achieved.
- The leadership style chosen by a leader determines the way followers will react.

- Followers are important in the model because without them the leader will never achieve organisational objectives.

2.3.3.2 Servant leader characteristics

- It is important for the leader to put followers first in whatever they do. This is important because once they fill that they are being valued they put extra effort in their work.
- Empowering followers to make decisions is necessary in the global environment. The followers feel that they are being trusted.
- The servant leader must help the followers to grow by implementing development programmes tailored to needs of each individual.

2.3.3.3 Outcomes

- Servant leadership style will result in high productivity in the organisation. This will translate to profitability and an improved bottom in.
- Performance of follower will greatly improve because the followers are motivated to meet their targets.
- The stakeholder objectives will be met.

2.3.4 Transformational leadership style

The organisational changes due to Covid 19 are having severe effects on GMB leadership and organisational culture. The challenge at GMB now is how to lead and manage employees carrying out remote working. This organisational change is having severe effects on GMB leadership and organisational culture. The work from home model will definitely result in the creation of subcultures as some workers are working full time at the work place whilst others are going to adopt the hybrid system.

The challenges facing the GMB leadership currently is how to create a health organisational culture irrespective of whether employees work in the office, at home or are using the hybrid system. Therefore, the leadership of GMB must employ relevant leadership styles in order for the organisation to sail through this pandemic. Transformational leadership style is one leadership style that can help GMB to resolve the current challenges caused by Covid 19. This is so because transformational leaders are characterized by enthusiasm, energy and passion. They aim at transforming subordinates' capabilities, skills, beliefs and values (Masevo & Osaro, 2022).

Transformational leadership creates an environment in which employees are motivated and energized (Arif & Akram, 2019). This results in motivated employees, who go on to provide more effective customer service, thus organizational performance improves resulting in happy stakeholders. According to Arif & Akram (2019), transformational leaders provide positive feedback to their employees, which in turn motivates them to put more effort on their work, and at the same time it encourages them to think innovatively about complex problems. Therefore, employees tend to behave in such a way that simplifies high levels of task performance

The transformational leader has unique characteristics. The four common characteristic according to Charoensukmongkol & Puyod, (2021) are four namely;

- They lead by showing good examples and setting high expectations with pride, respect, and trust for the good of the organization.
- They influence subordinates by encouraging them to share ideas and supporting them in learning new things.
- They provide support by coaching and empowering employees.
- They are effective in communicating the organization's goals to inspire subordinates to go the extra mile in attaining far-reaching goals.

A growing body of research about transformational leaders creates a broader range of employee benefits such as reducing stress (Lanaj, Johnson, & Lee, 2020). This is important in the Covid 19 era as most employees have high stress levels due to the uncertainties associated with the pandemic.

2.3.4.1 The Transformational Leadership Model

Transformational leadership originally was based on the four characteristics. These are commonly known as the four I's. However, according to resent research the model is now made up of seven variables as per figure 2.2 below.

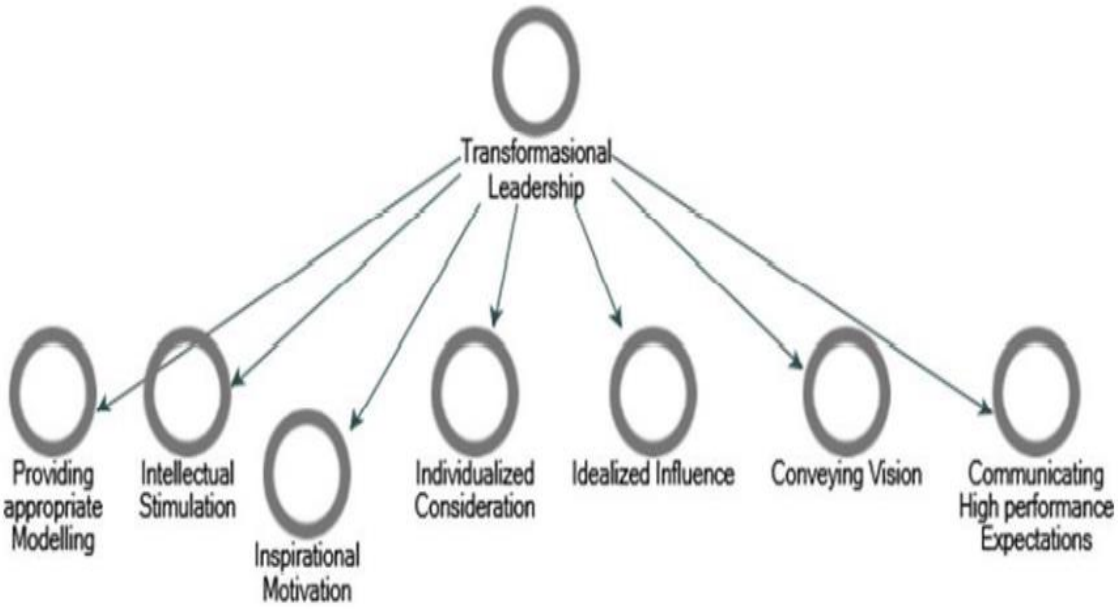


Figure 2. 2*; Transformational leadership model*

Source: Santoso & Fitriati, (2022)

The model will help the leaders to take firm decisions which are useful for GMB on dealing with environmental changes. The use of the four 'I will help the business leaders to face the pandemic and take the right decisions to tackle the worst situations (Lenka & Kar, 2021).

Individualized consideration (IC)

The leader shows consideration for their followers through respect and listening to their ideas and concerns. Individual consideration is the most important point to occupy the employees in work because at this time of pandemic situations many feel mental pressure to lose their jobs or work in close proximity to people who are potentially infected. It means to influence the employees to achieve the common goal individualized consideration should take the prior seat. In GMB IC would greatly help the employees because most contract workers, had their contracts terminated in an effort to reduce congestion in work stations. Some workers were also infected by the pandemic. Therefore, all the workers will be under a lot of mental pressure.

Intellectual stimulation (IS)

It is one of the important pillars of a transformational leader's character. leaders with this style inspire and encourage creativity in their followers, which will help the leaders to influence their followers to be creative. In GMB creativity would greatly develop new ways of doing things. This will improve current work processes. Safety of employees from the

pandemic will be enhanced through less interactions. GMB will benefit a lot from the creativity culture that is developed. Creativity will lead to innovation. Innovation is of great importance to tackle the pandemic. New ways of working will be developed that are efficient and thus cut costs. New ways of working can also be developed which prevent spreading of the virus to other workers. This means that GMB culture is not disrupted much by the pandemic. GMB leadership will be able to maintain and control its culture.

Inspirational motivation (IM)

It is one of the important styles the leaders should follow to achieve the goal. The inspirationally motivating leader has the potential to inspire followers to achieve superior results. Those leaders tend to be able to express a vision of the future in an electrifying and considerable way that the followers can hold and aspire to. Transformation leaders should act in ways that empower and encourage those around them by presenting their followers with meaning and challenges. The leaders include followers in envisioning the potential desirable company. That will be also helping the leaders to face the pandemic and sustain the organisation.

Inspirational motivating leaders are important in GMB in the current Covid 19 pandemic because inspired employees will remain focused to the vision of the company. This will mean less disruptions to the GMB culture. Staff motivation will be enhanced and hence the objectives of the organisation are met.

Idealized influence (II)

This is a role model leader (Lenka & Kar, 2021). These leaders possess certain personality traits or charisma or because they possess certain moral behaviours. Transformation leaders should behave in ways that lead to their followers becoming role models. The leader can be counted on doing the right thing, showing high ethical and moral standards of behaviours. Leaders should shun using power for personal gain, and only use it when it is necessary. Idealised influence is important to GMB employees. It means they will maintain high ethical standards weather working from home or office. This will in turn have an effect on organisational culture of GMB. The organisational culture will not be affected much by the pandemic.

Literature on transformational leadership style is important for this research because it tells GMB leadership on the characteristics that they must possess. Once they possess them, then

GMB would be able to adapt and change in line with the effects of Covid 19. The following outcomes will be expected from implementing transformational leadership style.

- work engagement
- safety outcomes in doing work
- Project Success
- organizational innovation
- Improved organisational output
- Health organisational culture
- Organisational change implementation

2.3.5. Transactional Leadership Style

GMB is having challenges in finding the right leadership styles that will ensure a healthy organisational culture is cultivated and maintained during the Covid 19 period. Transactional leadership style is one of the styles that can be implemented by the company. Transactional leadership is defined as leadership style that deals with motivating followers by calling on their personal interests (Purwanto & Bernarto, 2020). This means that the leaders of GMB must understand what motivates their employees. Once they know the motivators then they must implement the necessary policies. Transactional leadership style can involve values, but those values are relevant to exchange processes such as honesty, responsibility, and reciprocity.

Some researchers' belief that the relationship of transactional leaders with their subordinates is reflected in three things;

- The leader knows what the subordinates want and will explain what the subordinates will get if the work is in line with expectations.
- The leader exchanges the efforts made by subordinates in return.
- Leaders are responsive to the personal interests of subordinates as long as those interests are proportional to the value of the work done by subordinates.

Most authors argue that the characteristics of transactional leadership consist of two aspects (Feranita & Nugraha, 2020),

1.Contingent rewards, exchange of rewards for effort put by follower is done. The leader promises rewards for good performance, recognize achievements and punishes for poor performance (Samson & Ayodeji, 2021).

2.Management by exception the leader tries to maintain the achievements and workings of his subordinates, if there is a mistake the leader immediately acts to improve it. Thus the leader only intervenes when procedures are not followed and standards are not met.

GMB could benefit a lot from transactional leadership during this Covid 19 pandemic period. Previous studies conducted in Malaysia, showed that transactional leadership has a significant influence on process innovation (Ur Rehman & Bhatti, 2020). If the transactional leadership style is successfully implemented by GMB, it then means that new ways of doing work are created which enhances productivity. This is made possible through efficient processes. Ultimately GMB develops an innovative culture, which is good for the organisation. Transactional leaders can develop an innovative SMEs culture (Ur Rehman *et al*., 2019). However, some researchers have argued that transactional leadership style does not significantly affect innovation (Feranita & Nugraha, 2020).

2.4 Current Leadership Gurus

The current leadership gurus for 2021 are as follows;

2.4.1 Rosabeth Moss Kanter

Kanter holds the Ernest L. Arbuckle Professorship at Harvard Business School. She is a leader who guides leaders through teaching, writing, and consulting. She focuses on innovation, leadership for change and sustainable enterprises. Kanter's book *SuperCorp* takes information collected from interviews with 350 people at key companies around the world. The information shows that businesses that are agile, keeping ahead in terms of market changes and customer needs, are the businesses that are also progressive, and socially responsible human communities.

2.4.2 Lynda Gratton

Gratton is author of The Shift. It is a book for anyone keen to take charge of the future of their work. She focuses on the connection of people and organizations. Gratton directs a leading program on human resources, 'Human Resource Strategy in Transforming Companies,' at London Business School. Gratton is the founder of the Hot Spots Movement. It is a unique research consultancy that takes academic research and uses that data to come up with business solutions.

2.4.3. Daniel Burrus

Burrus is the author of six books. He is also the author of the strategic insights blog. Burrus is known for his visionary business strategy and focus on anticipatory, rather than reactive, change for business organizations. He writes and consults on technology trends, business strategy, and innovation. Burrus is known as a technology futurist. He is regarded as one of the leading forecasters of technology trends. Burrus is a leading consultant to Google.

2.4.4. Jeff Haden

He is a speaker, columnist, and ghost writer of more than 40 non-fiction books. Haden is an expert in management and leadership. He worked his way up through the ranks to become a respected expert on leadership, management, and small business. Haden is very humble.

2.4.5. Rieva Lesonsky

Lesonsky is a well-known business expert. She is the founder of GrowBiz Media and SmallBizDaily.com. Lesonsky is also an expert in providing up to date insights on business trends and management. She is also into leadership training. Lesonsky is very active on social media and approachable. She advices small business owners, entrepreneurs, and other leaders.

2.4.6. Anita Campbell

Campbell is a lawyer by profession. She also ventured into a number of activities that is writing and publishing; speaking on leadership and small businesses. Anita is also into business management. She is a Forbes Top Influential Woman for Entrepreneurs. Campell is CEO of BizSugar, small business analyst, and speaker. She is also a CEO of Small Business Trends. Campbell keeps leaders and business managers up-to-date with business news and forecasts as well as practical content marketing and social media advice

2.4.7. Barbara Corcoran

Easily identifiable from her ongoing role on ABC's "Shark Tank," Corcoran is a real estate entrepreneur and businesswoman. She is also well known as an investor, speaker, consultant, columnist, and author. Barbara Corcoran is a master of making much out of little. She is known for turning $1000 into millions in real estate. Barbara shares brave insights on seeing talent and innovation everywhere. Corcoran's website states that her "credentials include straight D's in high school and college and twenty jobs by the time she turned twenty-three." Her candor and friendliness make her a business tycoon that everybody wants to be friends with.

2.4.8. Ram Charan

Charan started his career by working in his family's shoe shop in Northern India. He then went on to study for an engineering degree. Charan worked in Australia, before earning an MBA. He then went to do a doctorate from Harvard Business School. Currently he is working as a full-time consultant to CEOs of major corporations. Charan has a gift for getting through complex problems to the simple root, and providing practical ways to deal with the root of each problem.

2.4.9. Tim Ferriss

Ferriss founded a nutritional supplements company. He wrote the popular book *The 4-Hour Workweek*. Tim is well known for his books on lifestyle design and productivity. He is also a start-up angel investor, consultant, entrepreneur, speaker, and blogger. Ferriss has gone on to apply his 4-hour methodology to, his books *The 4-Hour Body* and *The 4-Hour Chef*.

2.4.10. Robin Sharma

Robin Sharma is a leadership expert and writer. He began his career as a judicial law clerk. Robin also worked as a staff litigation attorney for the Canadian government. He is a popular motivational speaker and founder of Sharma Leadership International Inc. His focus is on leadership for business and personal life.

He attributes the quote from Ayn Rand to have changed his life: "Why do they always teach us that it's easy and evil to do what we want and that we need discipline to restrain ourselves? It's the hardest thing in the world–to do what we want. And it takes the greatest kind of courage. I mean, what we really want."

2.4.11. Jim Collins

Stanford faculty turned best-selling author, Jim Collins has produced numerous management and leadership classics. Some of the books are, *Good to Great, Built to Last,* and *How the Mighty Fall*. He established a management laboratory. Jim Collins is known for research, innovative thinking, problem-solving for a variety of business consultancies and leadership positions. He is does not spend much time on social media or building an online presence.

2.4.12. Tom Peters

Tom Peters is a business management expert. He is also a speaker and author of seventeen (17) books. Tom Peters's book, *In Search of Excellence,* which profiles fourty three (43) companies and presents eight (8) principles that have made the companies successful, is an

important one to read. It is publicized by NPR as one of the "Top Three Business Books of the Century" in 1999. Tom Peters is very active on twitter and regularly updates his blog. He has a variety of manifestos and archives of his newspaper column available on his website.

2.5 Current Hot debates in Leadership

1.Employee well-being becomes top priority

The Covid 19 pandemic has forced companies to confront new health and safety challenges. It is believed that many organisations were priotising employee welfare because of the benefits to organisation and personal life. The challenge to leaders is how to support employee well-being? It is important that the leaders improve on setting realistic targets so that staff motivation is achieved.

2.New tools fuel a learning culture

The dramatic shifts in markets due to Covid 19 pandemic has resulted in new learning approaches. As a result of that many leaders are looking for online learning opportunities. This means the learning culture is also changing.

3.Diversity and inclusion (D & I) reaches a new peak

This is another hot topic, which has been seen to promote business activities if leadership diversity is promoted. According to Global Leadership Forecast companies with above average gender and racial diversity in leadership roles are eight times more likely to be in the top 10% of organisations for financial performance.

4.Artificial Intelligence (AI)

AI has faced a lot of challenges in application. However, leaders are challenged to use AI solutions in better ways. This will help companies make accurate predictions. It will also allow for better use of the masses of data being generated every day.

5.Renewed urgency for future and people focused skills

Leaders are facing a lot of challenges in the pandemic period. Research carried out so far show that the effectiveness in critical skills needed have dropped by a large percentage. Therefore, companies should continuously assess the leadership skills needed to meet current and future business needs.

6.Creating better employee experiences

Employee experience is important in driving retention and improving organisational performance. The challenges of managing remote employees seem to be here to stay. This is due to the fast changing nature of work. Companies are therefore required to provide better virtual experiences.

7.Increased need for digital transformation

The urgency to reduce manual processes is increasing each year in all industries. Businesses are therefore in greater need of leaders with strong digital insight. They also need leaders who can guide decisions about how best to use new technologies.

8. Up-tooling for virtual collaboration

The pandemic forced many people to work from home. This meant that employees had to join virtual meetings. Companies were therefore challenged to find new ways of connecting remote teams by using videos and messaging tools.

9.People analytics are key to retaining talent

The most sophisticated and high impact talent programs give leaders the tools to make more data driven and objective decisions. This is the reason why businesses leading with people analytics create better career paths for their employees and are better places to work. They are also more likely to be fair, diverse, and inclusive workplaces.

10.Telecommuting is the new way of work

Remote working is likely to stay for ever. This is due to organisational cost savings and employee satisfaction with flexible options. However, working remotely is a problem for teams and leaders. They must find a solution in order to be successful in future.

2.6 Organisational Culture

The organizational change due to the impact of Covid 19 is having severe effects on GMB leadership and organisational culture. The challenge at GMB now is how to create a health organisational culture irrespective of whether employees work in the office, at home or are using the hybrid system. The work from home model will definitely result in the creation of subcultures as some workers are working full time at the work place whilst others are going to adopt the hybrid system.

Culture of any group of people is very important because it determines how the group will interact. The way the group interacts has an effect on how that group achieves its goals and objectives. Organisational culture is a collection of Vision, Mission, Values, beliefs, traditions, policies and attitudes that are shared and guide members of an organization and makes an organization unique from others (Moses & Tumushabe, 2020). At the most general level, culture may refer simply to the lifestyle and behaviour of a given group of people.

Organisational culture is a term used to characterize how the managers and employees of particular companies tend to behave (Costa, Pereira, Pereira, & Jerónimo, 2019). This means that organisational culture is a product of the association between employees and management. Other researchers such Hartnell & Kinicki, (2019) have described organizational culture as the environment in which people work and the influence it has on how they think, act, and experience work.

2.6.1 Effects of Organisational Culture

Organisational culture can differ significantly within and between organizations. A health culture is ideal for the organisation to achieve its objectives. This results in organisations with strong cultures gaining a competitive advantage. Culture can bring out the best in people and create excellent environments for people to work in or they can bring out the worst in people and create dysfunctional environments filled with stress and tension (Warrick, 2021). Thus organisation

al culture has a significant influence on a number of variables such as;

- Performance,
- Morale of staff,
- Job satisfaction,
- Employee engagement and loyalty,
- Employee attitudes and motivation,
- Turnover,
- Commitment to the organization,
- Efforts to attract and retain talented employees.

It is therefore important that a strong culture is developed and maintained by the leadership of an organisation if the above benefits are to be realised.

An unhealthy organisational culture can bring down the organisation and its leadership. This is as a result of disengaged employees. If an organisation has disengaged employees this will result in high turnover. When an organisation experiences high turnover, poor customer relations will be the outcome. The bottom line of the business will be negatively affected because of lower sales.

2.6.2 Culture in Zimbabwean Context

The culture of any group of people is based on their ethnic background. Zimbabwe has many cultures. These cultures are based on the various ethnic groups that exist in the country. The major ethnic groups in the country are the Shona and Ndebele. These cultures become the foundation of most organisational cultures in Zimbabwe. The Zimbabwean culture is generally based on teamwork, respect and uprightness. In the Shona language of Zimbabwe, a person that is called *munhu* must have the qualities of a person (*munhu)*; warmth, empathy, understanding, communication, interaction, participation, reciprocation, harmony, a shared world-view and co-operation (Mabvurira, 2020).

2.7 Culture and Leadership

Culture and leadership are very important in the life of any organisation. It is believed that culture and leadership are two sides of the same coin, since each influence the other (Sari, Sudiarditha, & Susita, 2021). Culture is dynamic as it starts with the leader, who communicates to the group his own beliefs and values. As the organisation progresses, those values and assumptions brought initially are now taken for granted, as those are passed to later generations. Leaders influence culture through their strategies, practices, values, and leadership style especially at the top level of the organisation (Warrick,2019). Leadership affects the confidence of the staff. The self-worth of the employee is affected depending on how leaders see mistakes. Good leaders see mistakes as opportunities for learning whilst bad leaders see that as failure. Thus leadership develops the culture of an organisation.

As long as the environment remains constant, the later leaders have to act according to the ideas set by the founding leaders. However, the environment we leave in is not constant. This means that as the environment changes the organisation has to adapt. The solutions and processes that worked previously no longer fit the issues that the organisation now faces. The leader comes into action once more. The leader has to step outside the culture that the founder established. He/she must build new ideas and processes to adapt to the new

circumstances, creating new values and assumptions (Costa, *et al*, 2021). Thus the leader must be able to read the environment and change the culture accordingly.

The ability to recognize the limitations of one's own culture and to change it is the core challenge of leadership. (Warrick,2019) said that, neither culture nor leadership can be explained by itself. On one hand, culture defines how the organization will define leadership. On the other hand, the leader must have the ability to understand and work with the current culture. The same leader has the power to do away with a culture that is no longer functional. Another scholar once said that the misunderstanding about what culture and leadership mean originates from a failure to consider the interaction between the two.

At the birth of an organization its leader has the chance to enforce his own beliefs, values and assumptions, starting the culture creation process. On the other hand, when a new leader takes over an already existing organization, he must understand the culture first. This is important because the culture present in the new organization will define and impact his leadership style. Since the current culture will be shaped by past history, beliefs, values and assumptions of the predecessors. The leader's role is to change the culture, when it does not fit. However, this is made very difficult by the fact that as organizations grow and mature, they also develop subcultures. The sub cultures are based on occupations, product lines, functions, geographies and hierarchies. The leaders must not only understand the costs of culture change, but must align the various subcultures that have been created toward a common goal, that is the success of the organization.

The performance of an organisation is influenced by culture and leadership. This view was also supported by some researchers. Corporate culture and leadership are central to the performance of the firm in many ways Xue, (2019). This means that the two variables culture and leadership have a positive effect on the outcomes of a business. It is therefore important for organisations to ensure that these two variables are treated highly. Therefore, the leaders of any organisation must ensure that culture and leadership are taken care of.

2.8 Covid 19

The Covid 19 pandemic has caused a lot of challenges to every part of the society. Operations of organisations all over the world have been affected in terms of how they do their day to day work. The relationship of the leader and follower was seriously affected due to a number of factors like remote working and virtual meetings (Hidayat & Fahmy, 2020). In GMB remote working was introduced in some departments. This mend that the leader and follower

were no longer interacting on a day to day basis. Staff morale was negatively affected as a result of that situation. In the midst of COVID 19 pandemic, many companies reduced employee salaries. Some companies even went to the extent of dismissing their employees to maintain stability and financial balance (Almeida & Santos, 2020). In GMB at one point all non- essential contract workers were terminated in order to decongest work places and cut operational costs.

2.8.1 History

The novel corona virus pandemic was originally discovered in December, 2019 in Wuhan Providence of China (Gondauri, Mikautadze, & Batiashvili, 2020). It was discovered that the illness was caused by SARS-CoV-2 and had a range of clinical manifestations, including cough, fever, malaise, myalgias, gastrointestinal symptoms, and anosmia (Gandhi, Lynch, & Del Rio, 2020). The disease was formally named the coronavirus disease 2019 (COVID19) on the 11th of February 2020 by the World Health Organization (WHO) (Guo, Hong, & Tan, 2020). COVID-19 which stands for corona virus disease 2019. The number 2019 indicates the year when the disease was initially discovered. In the end of January, 2020 the disease was declared as a global health emergency by the World Health Organization (Yuen, Ye, Fung, Chan, & Jin, 2020). The virus spreads from one person to another when people get to close contact through respiratory droplet that can be ejected in the air by an infected person when he coughs or sneezes (Mwita, 2019). Droplets from a sick person may also fall in different surfaces and put anyone who touches those surfaces at risk of contracting the virus when that person touches his or her face (ILO, 2020).

2.8.2 Symptoms

Covid 19 has a number of symptoms namely, anorexia, nausea, vomiting, diarrhoea, and abdominal pain. They are commonly referred to as gastrointestinal (GI) symptoms in Covid-19 patients (Perisetti, Hemant, & Mahesh, 2020).

2.8.2.1 Anorexia

Loss of appetite is one of the most common GI symptoms in Covid-19 patients. The presence of anorexia in Covid-19 is mostly underestimated and under-reported because of its non-specific nature. Anorexia is also frequently associated with other GI symptoms of vomiting, abdominal pain, and diarrhoea. Pathophysiology of anorexia could be related to acute viral prodrome associated with Covid-19.

2.8.2.2 Nausea and Vomiting

Covid-19 patients can have nausea and vomiting as their only symptoms at presentation or as a combination with other GI symptoms, including anorexia, diarrhoea, and rarely abdominal pain. After entry of SARS-CoV-2 into the GI tract, it can gain access to portal circulation and can affect the vagus nerve either through vascular or lymphatic routes. In addition, the cytopathic effect caused by SARS-CoV-2 combined with cytokine storm can stimulate central and peripheral (autonomic nervous) pathways, culminates into a sensation of nausea (with or without vomiting). Once neural pathways are stimulated, gastric dysrhythmia can occur, resulting in vomiting (Perisetti *et al* 2020).

2.8.2.3 Diarrhoea and Abdominal Pain

Diarrhoea is a commonly noted GI symptom in Covid-19 patients. Perisetti *et al* (2020) patients with Covid-19 can present with abdominal pain, which is less frequent as compared to anorexia, nausea/vomiting, or diarrhoea. There is no consensus regarding the severity and duration of abdominal pain in Covid-19 patients. The location of the pain could be the right upper quadrant or epigastric or generalized. Few cases of Covid-19 presenting as acute abdomen have been reported. The precise mechanism for abdominal pain is unclear. Furthermore, abdominal pain can be combined with other GI symptoms of anorexia, nausea with or without vomiting. After the entry into GI tract, SARS-CoV-2 can exert its cytopathic/inflammatory changes, which can potentially lead to visceral pain.

2.8.3 Effects on work

Covid-19 has affected all sectors of the economy on different scales. Internationally, the effects of Covid-19 to the economy are shocking. Importation and exportation of goods and products have declined and international trade have slowed down. This has caused sales volumes in various firms to go down as well. In GMB the pandemic has slowed down service delivery because of inadequate staff. Due to practices such as lockdown of cities, quarantines, self-isolation and discouragement of people's movement hence. GMB is now experiencing new normal practices that it was not prepared. Some of its departments, such as Finance have adopted working from home which cannot be as effective as a traditional way of working.

Employees within the organization meet with customers and in some cases meetings among employees themselves are unavoidable especially those in operations. All these are potential sources of spread of Covid-19 something which leaves workplaces more vulnerable to the disease. Some GMB departments were working from home as a way of helping employees to

avoid unnecessary movements and physical interactions to reduce chances of contacting the virus. Working from home may also pose challenges in managing the workers specifically on the issue of performance management. Work-life balance is another issue that can arise from this practice and make achievement of individual and organisational goals difficult.

The Covid-19 pandemic has had remarkable effects on workplace culture. Building company culture has been tough for organisations throughout the pandemic as employees were not working from the same place. Most companies have been failing to build strong cultures during the pandemic but post-Covid-19, employers need to find ways to encourage workplace relationships that work for the team. With the pandemic forcing organisations to radically change how they work, creating a positive workplace culture has become an urgent priority for businesses everywhere.

2.9 Theoretical Framework

The theoretical framework of the study is as per fig 2.3 below;

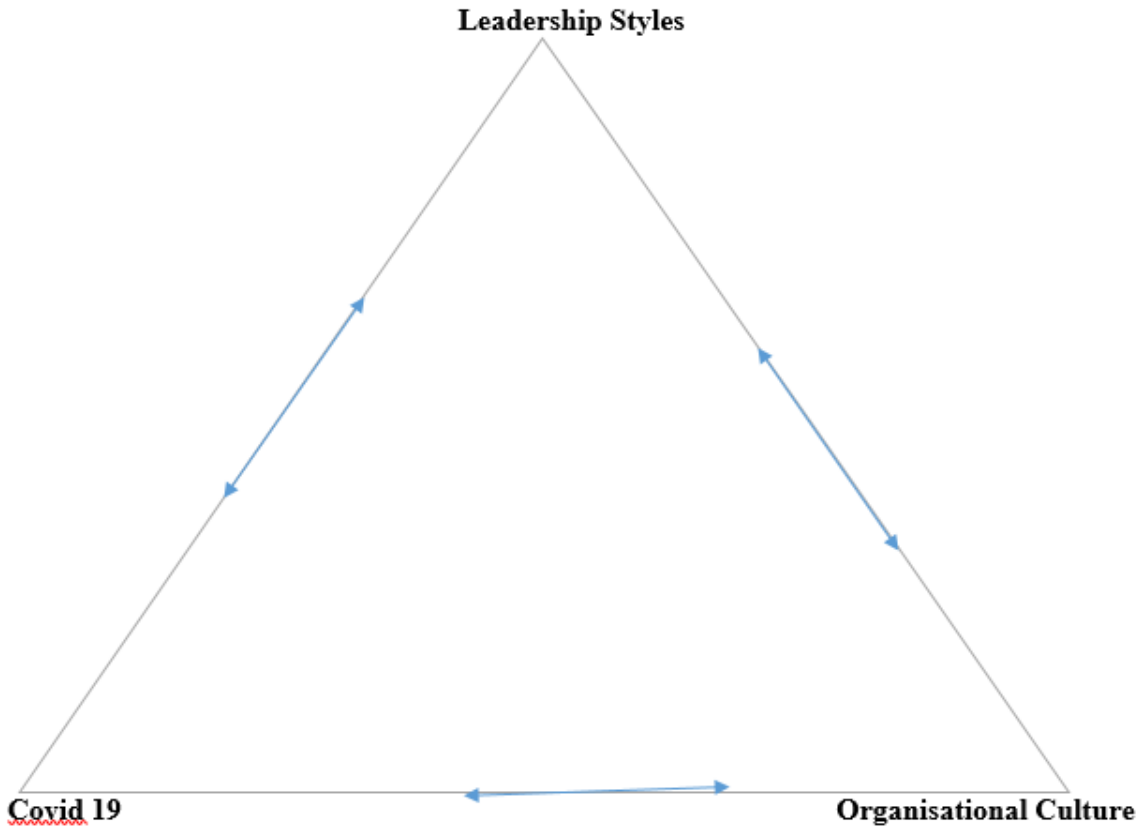


Figure 2. 3 Theoretical Framework

Source: Researcher, (2022)

The theoretical framework shows that leadership styles affects organisational culture. Organisational culture also affects leadership styles. Covid 19 affects organisational culture. Organisational culture also affects leadership through the effects of Covid 19.

2.10 Theories of organizational culture

The research is to assess the effect of Covid 19 on leadership styles and organisational culture. It is therefore important to understand the theories of organisational culture. Understanding the theories will enhance an appreciation of organisational culture. GMB can then chose the appropriate theory to the organisation which it can apply effectively.

2.10.1 Organisational culture model

The competing values framework (CVF) is used to evaluate the organizational culture. The framework was developed in 1983 by Quinn and Cameron.

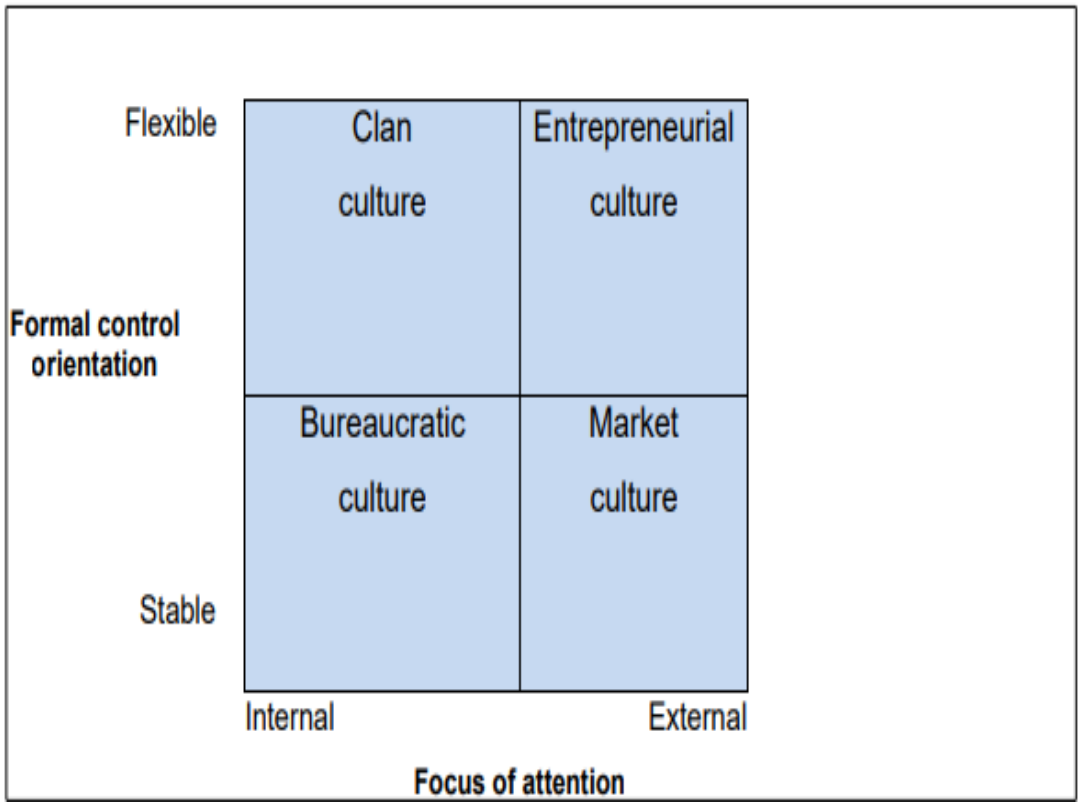


Figure 2. 4. Organisational culture model

Source: Mutegi, Nzioki, & King'oriah, (2021)

The vertical axis reflects the relative formal control orientation within the organisation, which ranges from stable to flexible control. The horizontal axis shows the relative focus of attention of the organisation, which can be internal or external. According to Cameron and Quinn there are four types of culture, namely the bureaucratic, clan, entrepreneurial and market cultures.

2.10.1.1 Clan culture

Characteristics of this type of organisation are tradition, loyalty, teamwork, personal commitment and self-management. Focus is internal, yet formal control is flexible. The working environment is friendly. People have a lot in common, and it feels like a large family. The leaders are seen as mentors or maybe even father figures. The organization values loyalty and tradition. They emphasize long-term human resource development. Success is defined within the framework of addressing the needs of the clients and caring for the people (Andrianu, 2020). The organization promotes teamwork, participation, and consensus. Typical examples in sectors like health care, education, some government agencies, not-for-profits (Mutegi *et al*, 2021).

Clan cultures are known for high rates of employee engagement, and happy employees make for happy customers. Because of its highly adaptable environment, there's a great possibility for market growth within a clan culture. However, it has some challenges. A family-style corporate culture is difficult to maintain as the company grows. The horizontal leadership structure, also makes day-to-day operations lack direction.

2.10.3.2 Bureaucratic culture

This is a formalized and structured workplace. The organisation values rules, hierarchical coordination, formalisation and standard operating procedures. The objective of the organisation is efficiency, predictability and stability. Leaders in a bureaucratic organisation are good coordinators, organisers and enforcers of rules and procedures that are clearly defined (Al Issa, 2019). The tasks, responsibilities and authority for all the employees of the organisation are also clearly stated. Debski, Cieciora, Pietrzak, & Bolkunow, (2020) assert that most municipalities and government institutions have bureaucratic cultures which can hinder their effectiveness and efficiency. The focus of attention of this organisation is internal, and formal control is stable. Typical examples in sectors like banking and insurance, military, transportation, government.

2.10.3.3 Market culture

This is a results-based workplace that emphasizes targets, deadlines, and getting things done. The achievement of measurable objectives, especially those that are finance based and market based are characteristics of this type of organisational culture (Lorincová, Miklošík, & Hitka, 2022). In this organisation, the relationship between employee and organisation is contractual. There is an agreed level of performance with the employee, and the organisation exchange this for an agreed level of remuneration and reward in return. Competitiveness and a profit-gaining orientation therefore exist throughout the organisation. This type of culture is normally seen in sectors like manufacturing, accountancy and consultancy.

2.10.3.4 Entrepreneurial culture

This is the fourth culture according to Cameron and Quinn. Features of this cultural form are high levels of risk taking, dynamism and creativity (Soewarno & Tjahjadi, 2020). Employees are devoted to research, and innovation. Therefore, the leaders and the employees are considered innovators and risk takers. This organisational culture type reacts quickly to change, and creates change because of individual initiatives, flexibility and freedom resulting in growth and reward. Effectiveness in this organisation means providing new and unique products and rapid growth. Thus success is measured on availability of new products and services. The organisation focuses its attention externally and formal control orientation is flexible in order to nurture innovation and change.

2.11 Adoption of The Cameron and Quinn Model to GMB

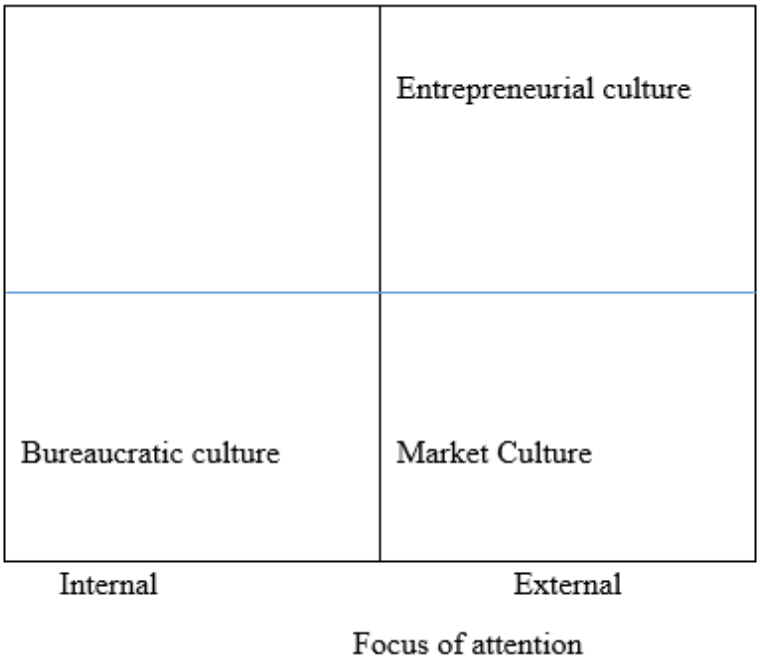


Figure 2. 5: Cameron and Quinn Model

Source: Researcher, (2022)

2.11.1 Bureaucratic culture

GMB has a bureaucratic structure. The head office is in Harare, then three regions, Eastern, Northern and Southern. All the depots fall under the three regions and reports to the Regional Managers. The heads of departments are at head office and cascade down wards to regions and depots. The organization has a lot of policies that guide its employees on day to day basis. The operations manual also is greatly used by the operations department. GMB has also a code of conduct that is used on daily basis to guide the conduct of staff. If any one employee breaches whatever section of this code of conduct, then charges are raised by the immediate supervisor. Rules and regulations of the various arms of government must also be religiously followed together with certain sections of the constitution. Decision making must also be made by a senior person depending on its implications.

2.11.2 Entrepreneurial culture

GMB offer services mostly to farmers in the form of intake collection and inputs distribution. In an effort to improve its services to the farmers GMB has introduced grain collection points in various centers throughout the country. The objective being that farmers should not travel long distances to deliver their grain. GMB has also gone a step further by operating a stop order system for empty bags. They give empty bags on credit to those farmers who do not have cash to buy. The money will be deducted on delivery of grain.

On inputs distribution, again GMB has contracted transporters throughout the country. The transporters carry inputs to the various wards throughout the country. Thus transport costs on the farmer's side are greatly minimized. The farmers do not pay anything to the transporter. On the payments side another innovation was done. GMB introduced an electronic farmer card system. When a farmer delivers to GMB, payments are done into this card and this happens instantly. The card can be used to buy inputs from various suppliers locally.

2.11.3 Market Culture

GMB has changed its way of doing business now. The starting point was the changing of names of Depot Manager to Supply Chain Manager(SCM). This means that the SCM must not only manage the depot but the whole production system. The SCM must frequently visit

his/her farmers and see the crops and expected tonnages. The SCM's visits will ensure that farmers are using the inputs given, and are not diverting them.

2.12. Conceptual framework

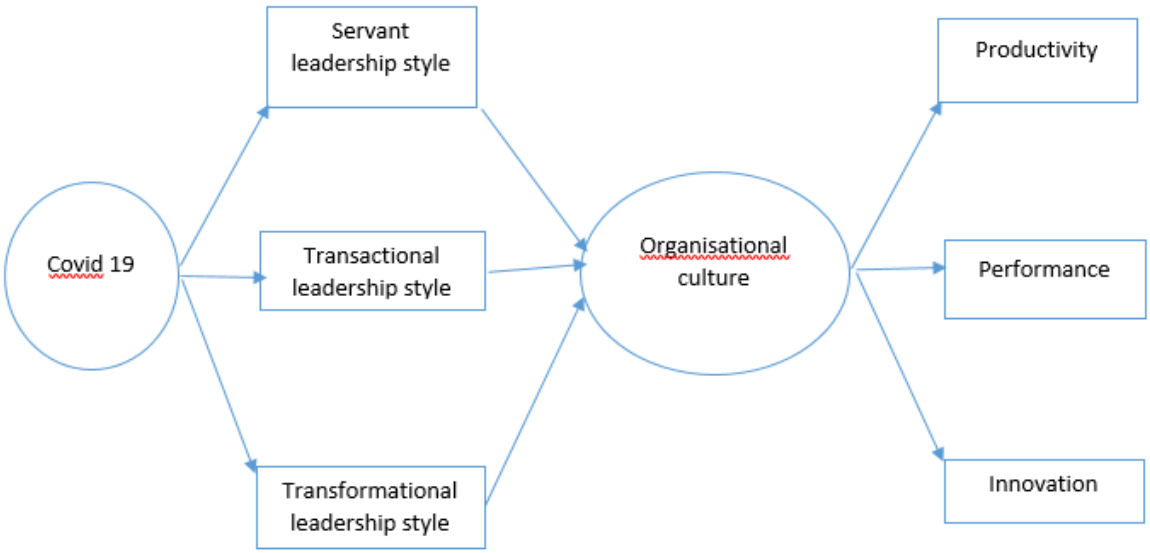


Figure 2. 6: Conceptual framework

Source: Researcher (2022)

The conceptual framework shows that during the Covid 19 pandemic the culture of GMB was influenced by three major leadership styles as shown above. The leadership styles were also influenced by Covid 19. The organisational culture formed by the organisation went on to influence innovation, performance and lastly productivity of the organisation.

2.13 Case Study of Grain Marketing Board

2.13.1 Functions of the Board

- To ensure the orderly marketing of agricultural products.
- To do all things necessary and consistent with the provisions of Grain Marketing Act [Chapter 18:14] in ensuring orderly marketing of controlled products within any prescribed area.
- To provide efficient service to the farmers and pay them timeously for their delivered grain.

- To buy and sell any grain which is delivered to or acquired by it.
- To buy and sell grains and oil seed.
- To provide storage and handling facilities for grains and oil seeds.
- To maintain strategic grain reserves (SGR).
- To import and export grains as it may consider necessary.
- To provide fumigation, product quality control services and commercial training in grain handling.
- To store and distribute farming inputs under the Presidential well-wishers and Command Agriculture inputs programmes.
- To facilitate distribution of grain to vulnerable groups under social welfare programmes

2.13.2 Board Members

The Board has nine (9) Board members. Two women and seven (7) men. The members are as follows, Ms J. Ndoro (Chairman), Dr H. Mushonga (Vice Chairman), Ms R Hove, Mr N. Swanepoel, Mr L.D.J. Belinsky, Mr T. Mukahlera, Mr C. Bwenje Mr R. Mutenha (CEO). The boards were appointed by the late Minister of Lands, Agriculture, Water, Climate and Rural Resettlement, Retired Air Chief Marshal Perrence Shiri in May 2019 and was approved by the President.

2.13.3 Chief Executive

Mr R Mutenha was appointed as the General Manager of GMB in 2017 by the late Minister of Agriculture Dr Joseph Made. He took over from the Operations Director who had acted as Genaral Manager since 2014.

2.13.4 Organisational Structure

Grain Marketing Board is headed by the CEO, who is and executive member of the board. The CEO has three directors below him, that is the Finance Director, Operations Director and Corporate Secretary. There are also two direct reports to the CEO, namely Audit Manager and Enterprise Risk Manager. All the senior managers are housed at Head Office, except for the three Regional Managers who are based in Mutare, Aspindale and Bulawayo.

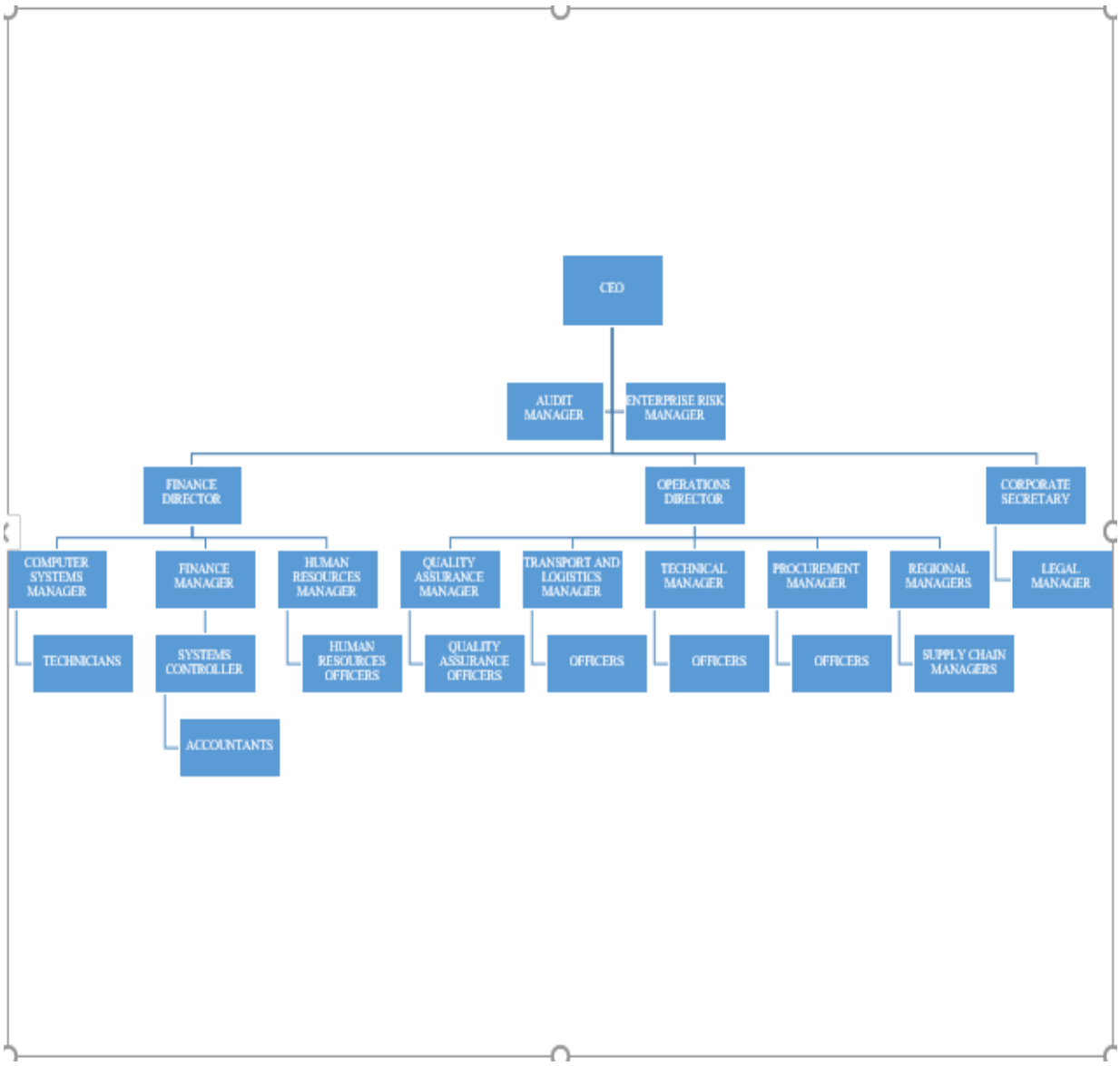


Figure 2. 7: GMB Organogram

Source: Researcher (2022)

2.13.5 GMB Staff Compliment

The organisation has a total of 3750 staff members as at 30 November 2021. The table includes permanent, and contract workers. The breakdown is as follows;

Table 2. 1: GMB staff complement

Region	**Number of Employees**
Head Office	166
Eastern	1020
Northern	1700
Southern	864
Total	**3750**

2.13.6 GMB Vision and Mission Statement

Vision

A centre of excellence in grain management by 2030.

Mission

To assure national food security through the efficient and sustainable management of the Strategic Grain Reserve.

Values

Shared vision, unity of purpose and action in achieving desired results and mutual interdependence as one GMB family.

Innovation

Creating new ideas, embracing continuous improvement in our people, process and systems delivered through responsible creative solutions and technology for growth

Accountability

Taking responsibility or ownership for our business practices.

Customer care

Consistent and timeous provision of quality goods and services as well as meeting our clients' expectations.

Integrity

Honesty, ethical and fairness by doing the right thing in a reliable way

Transparency

Operating in a manner which is open, non-corrupt, professional and compliant to lay down rules, regulations and procedures.

2.13.7 Services

The Board has over 87 depots, twelve of which are equipped with silos for grain storage, spread throughout the country with suitable storage facilities. All products handled by the Board can be accepted at any of the depots. The breakdown of the depots is as follows;

Table 2. 2: GMB Depots by region

Region	Number of Depots
Northern	34
Eastern	30
Southern	23
Total	**87**

2.13.8 Why Review GMB

The parastatal is under review because it is supposed to procure enough grains from farmers and store them safely. The farmers must be paid timeously at competitive rates. The company must also distribute inputs efficiently to all the households.

Currently the company is experiencing a number of challenges;

1. Financial challenges as it has to rely on funding from treasury.
2. Delays in processing of farmer payments,
3. The GMB brand had been associated with corruption and incompetence thus inflicting damage to the organisation's corporate identity,
4. Inefficient systems resulting in higher overhead costs.
5. Old grain storage infrastructure which compromise the quality of grain stored

2.14 Chapter summary

This chapter reviewed literature and related models to the research problem to provide a theoretical framework. Key definitions were identified, and the conceptual framework was presented. Empirical analysis of past studies, on leadership styles and the relationship of organisational culture and leadership was highlighted. The next chapter will look at research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology used in the study. It discusses how the study was conducted, the methods used and their limitations. It also defines the population of this study, sampling technique used, development of research instruments and how data was processed, analysed and presented.

3.2 Research Design

A research design helps in providing a framework or plan for the collection and analysis of data. According to Babbie & Mouton, (2011) a research design is a blueprint of how one intends to conduct research. There are different types of research designs and their use depends on the nature of the particular study to be carried out. The choice of research design reveals decisions about the importance being given to the following; conveying causal connections between variables, generalising to larger groups of individuals than those actually forming part of the investigation, understanding behaviour and meaning of that behaviour in its specific social context and having a temporal appreciation of social phenomena and their interconnections (Saunders, Lewis, & Thornhill, 2012)

Research design can be thought of as the structure of a research, it holds all the elements in a research project together. Examples include; longitudinal design; experimental design; cross-sectional or social survey design; comparative design and case study design. The researcher used the case study design. It is used when the researcher wants to have a greater understanding of the context under research. This design is also flexible because it allows the use of different data collections such as questionnaires, observations, interviews and documentary review (Saunders,*et al*, 2012).

3.2.1. Explanatory Research

It is also known as the causal research and is done in order to identify the nature and extend of the relationship between variables. Explanatory research can also be done to evaluate the impact of particular changes on existing norms. It is used to confirm or disconfirm theory, and the variables are clearly defined. Testing of the hypothesis is the main objective, and as such, it is associated with quantitative study. Statistical data analyses tools are used for data

analysis. The researcher used this technique in trying to assess the effect of Covid 19 on leadership styles and organisational culture the case study of GMB.

3.3 Research Philosophy

It is important for the researcher to state the research philosophy they will adopt. Tantray & Dar, (2016) research philosophy is the study of the existence of things, essence as well as knowledge of what it is that we know regarding reality. There are four types of research philosophy, namely, realist, pragmatic, positivist and interpretivist (Saunders, *et,al*, 2012). The choice of using a particular method depends upon the assumptions regarding the nature of reality and knowledge, the procedure of obtaining knowledge, how an individual appreciates knowledge and reality, and knowledge about reality. Researchers often make assumptions regarding knowledge and reality and this allows one to select a specific research approach. The researcher used the positivist approach because the study is quantitative in nature. There is need to clarify what are ontological and epistemological assumptions so that the researcher may be able to adopt the exact method for the research study.

3.3.1. Ontological Assumptions

Ontology relates to how one views reality, that is objective or subjective. According to Creswell, (2014) ontology relates to the nature of reality and its characteristics. If there is one truth or reality then there is objectivism, but if there are multiple truth or realities then there is subjectivism. The assumption of this study is that there is one truth about the effect of leadership styles on organisational culture. This means that the researcher is objective.

3.3.2. Epistemological Assumptions

The assumption is concerned with how knowledge is obtained. According to Cooksey & McDonald (2014) epistemology is the knowledge and its nature, how it is acquired, understood and communicated to the world. The best way to study a phenomenon can either be objectively or subjectively depending on the context. Another decision to be made is whether the researcher should closely interact with the respondents or not. By being objective the researcher maintains a distance from the respondents. During the research there were no close interactions with respondents because questionnaires were send out for completion.

3.3.3. Axiological Assumptions

This is the researcher's view of the role of values in research. According to Australian Research Council, (2015) axiology is the branch of research concerned with the right and

wrong behaviour in research. The researcher acknowledged that the nature of this research included respondents divulging sensitive information to the researcher. The respondents' confidentiality requirements were adhered to. The researcher's personal values and ethics were reflected throughout the study. This was done through the honest presentation of literature and data analyses of the results.

3.4. Research Paradigms

There are different research paradigms, namely interpretivism, positivism and pragmatism. Positivism encourages the use of the approaches of natural science to the study of social reality and beyond. It is associated with quantifying variables, figures and numbers. Thus it is in line with the quantitative approach. The researcher used the positivism approach. A questionnaire was sent out for respondents to complete.

3.4. Research Methodology

These are the different ways of carrying out a research. Research methodology refers to an approach of enquiry, involving the underlying assumptions, research design and data collection (Myers, 2013). There are three ways of carrying out research methodology. These are quantitative, qualitative and the mixed method. The researcher used the quantitative method because of its objectivity, reliability and the fact that statistics are used to generalise findings.

3.5.1. Quantitative Method

The method explains the causal linkages between quantitative data. Leonard, (2019) described it as, a structured way in which data is collected and analysed in order to generalise the results. The approach involves a large sample size of respondents. Questions are raised and response choices are predetermined. The quantitative approach is mainly used to explore the perceptions and problems of the study and to ascertain the hidden values, feelings, attitudes and innovations (Saunders, *et,al*, 2012). It uses rigorous statistical techniques and it also generalises its findings. The researcher used the quantitative approach, in order to generalise the findings to the whole organisation.

3.6. Research Approaches

There are three research approaches, deductive, inductive and abductive.

3.6.1. Deductive Research Approach

The approach tests the validity of theories. Data collection is used to evaluate hypotheses related to existing theory. It is a top down approach because it generalises from the general to the specific. The method is associated with quantitative research since it quantifies relationships. The researcher used the deductive approach because the research is quantitative in nature.

3.7. Research Strategies

This is a general plan of how one will go about answering research questions. The selection of a particular strategy to be used is determined by research questions, objectives, amount of time available, other resources, the extent of knowledge and own research philosophy. Qualitative research uses the following strategies case study, ethnography, grounded theory, action research and archival research. Quantitative research uses the case study, surveys and experiments.

3.7.1. Survey

The method uses questionnaires to collect large amount of data from a given population in an economic way. A representive sample of respondents is drawn from the population and studied to make inferences using statistical techniques to demonstrate that the characteristics of the sample will be found in the population. Survey questions can be administered through face to face, questionnaires or telephone interviews. The questionnaires were used in this study.

3.8. Data Collection Instruments

There are a number of different data collection instruments depending on the nature of the research approach selected. Qualitative research uses in depth interviews, observations, document analyses and focus groups. Quantitative research on the other hand uses ordered questions, likert type questions, multiple choice questions, dichotomous questions and questionnaires.

3.8.1. Questionnaire

This is one of the instruments used in research to collect data. Kothari (2011), when designing a questionnaire the researcher must ensure a clear and neat format. The questions should be simple and easy to read. The researcher must provide a clear direction and instruction on how to complete the questionnaire. The respondents must also be given enough

time to answer the questions. The researcher used the questionnaire to collect data. There are two types of questionnaires, interviewer administered and self-administered. The self-administered questionnaire is completed by the respondents without assistance from the researcher. It is delivered by postal, electronic means or by hand. The interviewer administered questionnaire is done during interviewer presence and a schedule of questions is used.

The researcher used the self- administered questionnaire. This instrument of data collection is convenient and cheap. The survey consisted of closed ended and open ended questionnaires. The items on the closed ended questionnaire were measured on a 5 point likert scale, ranging from strongly agree (1) to strongly disagree (5). The Statistical Software Package for Social Scientists (SPSS version 25) was used to process the coded data. Data was collected through the email. The respondents were given enough time to complete the questionnaires.

3.9. Instrument Development

There are three ways of research instrument development, namely adapting, adopting and own new instrument. Adapting is when you borrow a research instrument and then adjust it to suit your context. There is need to do pilot testing. Adopting on the other hand is when you use someone's instrument and the researcher must acknowledge that. The advantages of the two instruments is that they were validated already. The third technique is when the researcher develops own instrument. This shows innovation, but however validation is required, and pilot testing must be done, two to three times. The researcher developed his own instrument.

3.10. Population and Sampling Techniques

3.10.1. Population

Represents all the research objects. A population describes the units of analysis in a research (Creswell, 2014). These are all the individuals whom the researcher is interested in obtaining information and making inferences from. The target population for this study was all the GMB employees, that is 3750.

3.10.2. Sample Size

It is the process of determining the appropriate sample to use for the research. According to Walliman (2011), a sample is a portion of the overall population that one wishes to study. When selecting a sample, a researcher should ensure that the right procedure is used. The

objective being to get the adequate number of respondents (Saunders, Lewis, & Thornhill, 2018). Yamane (1967) formula was used to select a sample size $N/1+N(e)^2$.

n = sample size required

N = Population size

e = allowable error (%)

Table 3. 1: Sample size

Respondents	**Number**
Supply Chain Managers (SCM)	87
Assistant Supply Chain Managers Class 1 & 2 Depots	50
Supervisor	87
Regional Officers (5 per region)	15
Secretary	3
Total	**242**

At 95% confidence level with ± 5%. Therefore, the sample size for the study was calculated as follows;

where N is the total population, which is 242 respondents in this case.

(e) is the level of confidence, the researcher used 0.05.

$242/1+242(0.05)^2 = 149$

Therefore, from the calculation the minimum sample size is 149 respondents.

3.10.3 Sampling Methods

Sampling is done to choose a representive subset of observations from a given population. A sample is convenient because not every member of the population is observable or measurable because of financial and time constraints. There are two types of sampling methods, that is the non-probability and probability sampling. Non probability sampling is one in which the observations are not selected randomly and is used in qualitative research.

Probability sampling on the other hand is used in quantitative research and it includes all selection methods where the observations to be included in a sample have been selected on a purely random basis from the population. The researcher used the probability sampling method because the research is quantitative in nature.

3.10.4 Probability Sampling Method

Probability sampling methods are scientific and objective, because every respondent has an equal chance of participating in the study. The method is further divided into simple random sampling, stratified random sampling, systematic and lastly cluster sampling. The researcher used simple random sampling to pick his sample, because every employee is affected by the leadership and culture of an organisation in one way or the other.

3.11. Credibility Issues

The precision with which things are measured in a study is conveyed in terms of validity and reliability.

3.11.1 Validity and Reliability

Reliability measured the quality or accuracy of the research instrument, whilst validity is the extent to which a concept is actually measured in a quantitative study. To ensure reliability of the instrument the researcher used Cronbach's alpha to determine the internal consistency. An acceptable reliability score must be 0.7. Validity is further divided into content validity, face validity and construct validity. Content validity looks at whether the instrument covers all the content that it should cover with respect to the variable. Face validity looks at whether the instrument measures the concept intended. The researcher achieved that through asking opinions of experts. To ensure validity of information provided be respondents the researcher pilot tested the questionnaire with experts.

3.11.2 Ethics

This is the ability to know what is right and wrong. According to Neumann (2014) ethics define what is legitimate and not legitimate to do during research. The researcher got permission to do his research from the organisation. All information gathered from the respondents was treated with privacy and without disclosure of the respondents' identity. The information collected was treated as it was with no changes, and all literature for the purpose of the study was acknowledged in the reference list. The research was carried out in line with ethical rules in that confidentiality and secrecy of participants were maintained during the

course of the research and no harm or discomfort was being caused to them. No rewards were given to induce the participation of the respondents. The researcher remained objective during data collection and analysis to ensure that there was no misrepresentation of data collected and analysed. All the information collected was used for the purposes of this study.

3.12. Summary

The chapter provided a description of how the research was conducted. It covered the methodology of the research and outlined the research design, sampling procedure, research instruments and justification for the instruments used. The next chapter presents the study findings, presentations and analyses.

CHAPTER 4:

DATA ANALYSES, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter the researcher discusses the response rate and research findings. The main research objective was to assess the effect of Covid 19 on the leadership styles and organizational culture in GMB. The data collected was grouped into different elements relating to the objectives of the study. The results were then interpreted and discussed in light of the arguments presented in literature review. Descriptive statistics were used to aid in data analyses.

4.2 Data Analyses

The researcher analysed the data by first inspecting the questionnaires for completeness and correctness of information. Data was then captured into SPSS 20. An examination of descriptive responses according to frequency distributions and descriptive statistics was done.

4.3 Research Findings

The researcher distributed 165 questionnaires, and 150 were completed and returned. The response rate was 90.9%. This was a very high response rate.

4.3.1 Demographic Features

Table 4. 1: Gender of respondents

	Frequency	Percent
Male	81	54.0
Female	69	46.0
Total	150	100.0

The table 4.1 above shows that 54% respondents were male and 46 % were female. This shows that in GMB there is more males than females. The parastatal needs to improve on that because the government policy is a 50:50, situation.

4.3.2 Age Range

Table 4. 2: Age range of respondents

	Frequency	Percent
26-30	17	11.3
31-35	25	16.7
36-40	39	26.0
above 41	69	46.0
Total	150	100.0

The table 4.2 above shows that 46% of GMB staff are 41 years and above, followed by 26% which is in the 36-40 years, age group. This shows that GMB might face continuity problems in the near future.

4.3.3 Marital Status

Table 4. 3: Marital status

Marital status	Frequency	Percent
Married	109	72.7
Single	41	27.3
Total	150	100.0

The table 4.3 above shows that 72.7% of GMB employees are married. This means that they are responsible employees who have families to feed.

4.3.4 Education level of respondents

Table 4. 4: Level of education

	Frequency	Percent
Certificate	22	14.7
Diploma	55	36.7
Degree	37	24.7
Masters	36	24.0
Total	150	100.0

The table 4.4 above shows that most of GMB employees have Diplomas 36.7%, followed by first degree 24.7%. In short GMB employees are educated. This means they understand the internal and external environment well. They are easy to educate about the Covid 19 pandemic.

4.3.5 Work experience of respondent

Table 4. 5: ***Work experience***

	Frequency	Percent
1-5	48	32.0
6-10	29	19.3
Above 10	73	48.7
Total	150	100.0

The table 4.5 above shows that, most of GMB employees are experienced. There is a 48.7% of employees who have above 10 years work experience.

4.3.6 Department of respondent

Table 4. 6: ***Department*** **of respondent**

	Frequency	Percent
HR	4	2.7
Finance	5	3.3
Quality	5	3.3
Operations	119	79.3
Enterprise & Risk	6	4.0
Technical	11	7.3
Total	150	100.0

The table 4.6 above shows that the highest number of GMB employees who respondent to the questionnaire are from Operations department. This means this is a key department in GMB.

4.3.7 Position of respondent

Table 4. 7: ***Position*** **of respondent**

	Frequency	Percent
Senior Manager	11	7.3
Manager	61	40.7
Non Managerial	78	52.0
Total	150	100.0

Most of the respondents according to table 4.7 are non -managerial. This shows that GMB has a large number of employees in non -managerial positions (52%).

4.3.8 Validity and Reliability

The questionnaire was subjected to a pilot study. Consultation with subject experts to ensure the instrument measured what it is supposed to measure was also done. The internal consistency reliability was established by calculating the Cronbach alpha coefficient.

4.3.8.1 The effect of Covid 19 in the workplace

Table 4. 8: ***Reliability Statistics Effect of Covid 19***

Cronbach's Alpha	No of Items
.748	5

The overall Cronbach alpha coefficient for effect of Covid 19 in the workplace was above .05 as per table 4.8 above. This indicates that the design of the questionnaire had a high internal consistency.

4.3.8.2 Servant leadership

Table 4. 9: ***Reliability Statistics Servant Leadership***

Cronbach's Alpha	No of Items
.969	7

The overall Cronbach alpha coefficient for servant leadership was above .05 as per table 4.9 above. This indicates that the design of the questionnaire had a high internal consistency.

4.3.8.3 Transactional leadership

Table 4. 10: Reliability statistics Transactional Leadership

Cronbach's Alpha	No of Items
.971	4

The overall Cronbach alpha coefficient for transactional leadership was 0.971 well above .05 as per table 4.10 above. This indicates that the design of the questionnaire had a high internal consistency.

4.3.8.4 Transformational leadership

Table 4. 11: ***Reliability Statistics Transformational Leadership***

Cronbach's Alpha	No of Items
.956	4

The overall Cronbach alpha coefficient for transformational leadership was 0.956 well above .05 as per table 4.11 above. This indicates that the design of the questionnaire had a high internal consistency.

4.3.8.5 Organisational Culture during Covid 19

Table 4. 12: ***Reliability Statistics Organisational Culture***

Cronbach's Alpha	No of Items
.751	8

The overall Cronbach alpha coefficient for organisational culture was 0.751 as per table 4.12 above. This indicates that the design of the questionnaire had a high internal consistency.

4.4 Descriptive Analyses

4.4.1 Servant leadership

Table 4. 13: ***Servant leadership style***

Variables	Mean	Std. Deviation	N
Responsibility make decisions	2.98	1.132	150
Priority career development	3.05	1.119	150
Cares success	3.03	1.215	150
Cares personal well being	3.04	1.300	150
Handle work decisions	3.05	1.281	150
Talk at personal level	2.95	1.250	150
Organisation and goals	2.99	1.258	150

The following can be deduced from table 4.13 above;

- The responsibility to make decisions, the leader's ability to talk to others at personal level and leader's knowledge of organisational goals have no influence on servant leadership style in GMB because the mean scores are less than 3.

4.4.2 Transactional leadership

*Table 4. 14: **Transactional Leadership***

Variables	Mean	Std. Deviation	N
Makes important decisions	3.08	1.421	150
Input from team	3.19	1.467	150
Originates rules	3.01	1.530	150
Dictates work methods	3.13	1.543	150

The following can be deduced from the table 4.14 above;

- All the four transactional leadership variables have an influence on leadership style in GMB because the mean scores are more than 3.

4.4.3 Transformational leadership

*Table 4. 15: **Transformational Leadership***

	Mean	Std. Deviation	N
Concern for others	2.98	1.090	150
Accessibility	2.98	1.155	150
Self confidence	3.01	1.210	150
Empowerment	2.99	1.184	150

The following can be deduced from the table 4.15 above;

- Three transformational leadership variables have no influence on leadership style in GMB because the mean scores are less than 3.

4.4.4 Organisational Culture

Table 4. 16:Organisational Culture During Covid 19

Variables	Mean	Std. Deviation	N
Working at work station	3.79	1.143	150
Power decision making	2.72	1.362	150
Feedback on performance	3.15	.854	150
Communication effectiveness	3.23	.928	150
Orientation	3.48	.925	150
Meetings face to face	3.58	.985	150
Workshops face to face	4.49	.621	150
Interactions with peers	4.28	.667	150

The following can be deduced from the table 4.16 above;

- One variable has a mean score of 2.72 which is less than the required minimum of 3.

4.4.5 Effect of Covid 19 in the workplace

Table 4. 17: Effect of Covid 19 workplace

Variables	Mean	Std. Deviation	N
Operations severely affected	3.37	1.014	150
Operating challenges	2.90	.932	150
Operations never stopped	1.45	.574	150
Supply of S & M	3.23	.993	150
Employees reduced	1.41	.546	150

From table 4.17 it can be deduced that three variables mean scores are less than the required minimum of 3. Therefore, they cannot be relied upon.

4.5 Cross Tabulation Tests

4.5.1 Gender and level of education

Table 4. 18: ***Gender * Level of education Cross tabulation***

		Level of education				Total
		Certificate	Diploma	Degree	Masters	
Gender	Male	13	30	22	16	81
	Female	9	25	15	20	69
	Total	22	55	37	36	150

The above table shows that the GMB employees are highly qualified. This indicates that they can understand the questionnaire well and give correct responses. The table also shows that males are more qualified than females except at masters' level.

4.5.1 Gender, work experience

Table 4. 19: *Gender * Work experience Cross tabulation*

Gender		Work experience			Total
		1-5	6-10	Above 10	
	Male	25	18	38	81
	Female	23	11	35	69
Total		48	29	73	150

The table above 4.19 shows that 73 respondents have above ten years work experience. This means that they understand GMB much better and the information they give is almost 100% accurate. GMB has 48 respondents who are in the 1-5 years, work experience category. These employees might not have a good appreciation of the company.

4.6 Correlation Tests

4.6.1 Effect of Covid 19 in The Workplace

Table 4. 20: ***Correlation for Effect of Covid 19 in The Workplace***

		Operating challenges	Operations never stopped	Supply of S & M	Employees reduced
Operations severely affected		.601**	-.177*	.220**	-.123
Operating challenges			-.015	.533**	-.063
Operations never stopped				-.198*	-.169*
Supply of S & M					-.055

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

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

Operations severely affected and operating challenges. There is a statistical significant correlation which is moderate and positive given by (0.601; p<0.000).

Operations severely affected and operations never stopped. There is a statistical significant correlation which is weak and negative given by (-0.177; p<0.000).

Operations severely affected and supply of spare parts and materials. There is a statistical significant correlation which is weak and positive given by (0.220; p<0.000).

Operations severely affected and employees reduced. There is a statistical significant correlation which is weak and negative given by (-0.123; p<0.000).

Operations challenges and operations never stopped. There is a statistical significant correlation which is weak and negative given by (-0.015; p<0.000).

Operations challenges and supply of spare parts and materials. There is a statistical significant correlation which is moderate and positive given by (0.533; p<0.000).

Operations challenges and employees reduced. There is a statistical significant correlation which is weak and negative given by (-0.063; p<0.000)

Operations never stopped and supply of spare parts and materials. There is a statistical significant correlation which is weak and negative given by (-0.198; p<0.000).

Operations never stopped and employees reduced. There is a statistical significant correlation which is weak and negative given by (-0.169; p<0.000).

Supply of spare parts and materials and employees reduced. There is a statistical significant correlation which is weak and negative given by (-0.055; p<0.000).

4.6.2 Servant Leadership Variables

Table 4. 21: Correlation for Servant Leadership Variables

Variables	Priority career development	Cares success	Cares personal well being	Handle work decisions	Talk at personal level	Organisation and goals
Responsibility make decisions	.859**	.786**	.817**	.783**	.811**	.791**
Priority career development		.828**	.801**	.775**	.812**	.806**
Cares about success			.812**	.814**	.792**	.821**
Cares personal well being				.873**	.823**	.817**
Handle work decisions					.827**	.816**
Talk at personal level						.845**

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

The correlations of servant leadership variables have statistical significant correlations which are strong and positive as shown by table 4.21.

4.6.3 Transactional leadership style variables

Table 4. 22*: *Correlation –Transactional leadership style

Variables		Input from team	Originates rules	Dictates work methods
	Makes important decisions	.910**	.876**	.889**
	Input from team		.887**	.923**
	Originates rules			.881**

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

The correlations of transactional leadership style variables have statistical significant correlations which are strong and positive as shown by table 4.22.

4.6.4 Transformational leadership style

Table 4. 23*: *Correlation –Transformational leadership style

Variables		Accessibility	Self confidence	Empowerment
	Concern for others	.868**	.810**	.842**
	Accessibility and approachable		.821**	.868**
	Decisive and self confidence			.872**

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

The correlations of transformational leadership style variables have statistical significant correlations which are strong and positive as shown by table 4.23.

4.6.5 Organisational Culture

Table 4. 24*: *Correlation-Organisational Culture

Variables	Power decision making	Feedback on performance	Communication effectiveness	Orientation new recruits	Meetings face to face	Workshops face to face	Interactions with peers
Working at work station	.101	.148	.215**	.399**	.238**	.230**	.094
Power decision making		.636**	.592**	.278**	.212**	.180*	.168*
Feedback on performance			.745**	.310**	.225**	.166**	.257**
Communication effectiveness				.467**	.259**	.177*	.081
Orientation new recruits					.643**	.122	.118
Meetings face to face						.209*	.170*
Workshops face to face							.491**

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

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

The correlations of the relationships are mostly statistically significant, weak and positive. There are no negative relationships as per table 4.24.

Feedback on performance and communication effectiveness variables have statistical significant correlations which are strong and positive.

4.6.6 Leadership Style and Organisational Culture

Table 4. 25*: *Correlation- Leadership Style and Organisational Culture

Variables		TL on organisational culture	TFL on organisational culture
	SL on organisational culture	-.560**	.268**
	TL on organisational culture		-.504**

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

Two correlations are statistically significant, moderate and negative.

One is statistically significant, weak and positive.

4.7 Normality Tests

4.7.1 Transformed variables

The sample size used by the researcher was 200 respondents. Therefore, the Shapiro Wilk test was used. All the five (5) variables have p values less than 0.05 as per table 4.26 below. This shows a normal distribution.

Table 4. 26*: *Tests of Normality

Transformed Variables	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Servant leadership	.111	150	.000	.937	150	.000
Transactional leadership	.229	150	.000	.852	150	.000
Transformational leadership	.130	150	.000	.959	150	.000
Organisational culture	.072	150	.057	.978	150	.018
Covid19 workplace	.137	150	.000	.977	150	.014
Leader OC	.167	150	.000	.945	150	.000

a. Lilliefors Significance Correction

4.7.2 Leadership styles

Table 4. 27:* *Correlation Tests Transformed data

Variables		Transactional leadership	Transformational leadership	Organisational culture
Servant leadership	Pearson Correlation	-.735**	.446**	.540**
	Sig. (2-tailed)	.000	.000	.000
	N	150	150	150
Transactional leadership	Pearson Correlation		-.681**	-.646**
	Sig. (2-tailed)		.000	.000
	N		150	150
Transformational leadership	Pearson Correlation			.628**
	Sig. (2-tailed)			.000
	N			150

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

Servant leadership and transactional leadership

- There is a statistical significant correlation which is strong and negative given by (0.735; p<0.000).

Servant leadership and transformational leadership

- There is a statistical significant correlation which is weak and positive given by (0.446; p<0.000).

Servant leadership and organisational culture

- There is a statistical significant correlation which is moderate and positive given by (0.540; p<0.000).

Transactional leadership and transformational leadership

- There is a statistical significant correlation which is strong and negative given by (-0.681; p<0.000).

Transactional leadership and organisational culture

- There is a statistical significant correlation which is moderate and negative given by (-0.646; p<0.000).

Transformational leadership and organisational culture

- There is a statistical significant correlation which is moderate and positive given by (0.628; p<0.000).

4.8 Regression Analyses

4.8.1 Model summary

Table 4. 28*: *Model Summary

Mode 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707[a]	.499	.489	.41546

a. Predictors: (Constant), Transformational leadership, servant leadership, transactional leadership

The total variance being explained by independent variables, transformational leadership, transactional leadership and servant leadership on the dependent variable which is organisational culture is 48.9%.

The model summary indicates that 48.9% of organisational culture in GMB is explained by transformational leadership, servant leadership and transactional leadership. This means that 51.1% is explained by other variances

4.8.2 Anova

Table 4. 29*: *ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.115	3	8.372	48.501	.000[b]
	Residual	25.201	146	.173		
	Total	50.316	149			

a. Dependent Variable: Organisational culture

b. Predictors: (Constant), Transformational leadership, servant leadership, transactional leadership

- The regression model is significant because p value .000 is less than .05.
- The ANOVA table shows that transformational leadership, servant leadership and transactional leadership can predict organisational culture in GMB.
- F is +48.501 and p less than 0.05, which shows the fitness of the variables to predict organisational culture.

4.8.3 Coefficients

Table 4. 30*: *Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.041	.318		9.547	.000		
	Servant leadership	.096	.045	.185	2.125	.035	.454	2.203
	Transactional leadership	-.105	.043	-.259	-2.441	.016	.304	3.289
	Transformational leadership	.197	.043	.369	4.590	.000	.530	1.886

a. Dependent Variable: Organisational culture

Significance

- Servant leadership p value is .035 which is less than .05. This shows the variable is significant.
- Transactional leadership p value is .016 which is less than .05. This shows the variable is significant.
- Transformational leadership p value is .000 which is less than .05. This shows the variable is significant.

Standardised Coefficient Beta

- It shows that transformational leadership has the strongest impact on organisational culture in GMB with a beta value of +.369.
- Servant leadership is the second with a beta vale of +.185.
- Lastly transactional leadership with a beta value of -.259.

Collinearity Statistics

- The tolerance values of all the three independent variables are greater than 0.1 this shows that there are no problems with multi-collinearity.
- All the values of the independent values are also well below 10.

4.9. Effect of Covid 19 at GMB

Table 4. 31: Effect of Covid 19 in the workplace

Variable	Highest Response	Frequency	Percent (%)
Operations severely affected	Neutral	51	34
Operating challenges	Neutral	76	50.7
Operations never stopped	Strongly agree	87	58

Most of the GMB employees strongly agree that employees were reduced during Covid 19 and that operations were never stopped.

4.10 Organisational Culture During Covid 19

Table 4. 32: Organisational culture during Covid 19

Variable	Highest Response	Frequency	Percent (%)
Working at work station	Disagree	53	35.3
Power decision making	Agree	44	29.3
Feedback on performance	Neutral	62	41.3
Communication effectiveness	Disagree	59	39.3
Orientation new recruits	Disagree	73	48.7
Meetings face to face	Disagree	72	48
Workshops face to face	Strongly disagree	82	54.7
Interactions with peers	Disagree	86	57.3

Various responses were obtained as per table 4.32 above pertaining to organisational culture during Covid 19.

Response agree, most respondents agreed that they were given the power to make decisions.

Response neutral received the highest frequency on the variable feedback on performance.

Response disagree received the highest frequency on five variables as per table 4.32 above. This means that organisational culture of GMB changed a lot during the Covid 19 period.

Response strongly disagree received the highest frequency on the holding of workshop by GMB.

4.11 Discussion of Findings

The null hypothesis was that there is no relationship between leadership styles and organizational culture during Covid 19 pandemic. The results obtained rejects this hypothesis.

The researcher partially accepts the H1 hypothesis, because servant leadership and transformational leadership have positive beta values (0.185 and 0.369). However, transactional leadership has a negative beta value (-0.259).

H1: There is a positive relationship between leadership styles and organizational culture during Covid 19 pandemic.

The results from this study that supports transformational leadership style as the effective leadership style in GMB during Covid 19 are also in line with the findings of other researcher. According to Farawadya & Mwenje,(2021) transformational leadership style was concluded to be the ideal style by Zimplats to enhance the combating of Covid19 both at work and homes of the Zimplats workforce for a continued safe operation of the enterprise amid the Covid19 pandemic.

4.12 Conclusion

The chapter presented the study findings, data analyses and discussions of results. The conclusions and recommendations are to be presented in the next chapter.

CHAPTER 5

CONCLUSION AND RECOMMENTATIONS

5.1 Introduction

The chapter summarizes the research study. Conclusions are made to the results of the findings as well as opportunities for future research. The chapter gives a summary of findings linked to research objectives. The main purpose of the study was to assess the effect of Covid 19 on the leadership styles and organizational culture a case study of GMB. The chapter gives a summarized study, conclusion, limitations and recommendations for further research.

5.2 Achievement of Research Aims and Objectives

The main objective of the study was to assess the effect of Covid 19 on the leadership styles and organizational culture. The following were the three objectives.

- To determine the appropriate leadership styles at GMB during Covid 19 pandemic.
- To understand the organizational culturee changes during Covid 19.
- To clarify the relationship between leadership styles and organizational culture during Covid 19.

The null hypothesis was that there is no relationship between leadership styles and organizational culture during Covid 19 pandemic. The results obtained rejects this hypothesis. The null hypothesis was rejected because servant leadership and transformational leadership have positive beta values (0.185 and 0.369). However, transactional leadership has a negative beta value (-0.259).

The alternative hypothesis was that;

- H1: There is a positive relationship between leadership styles and organizational culture during Covid 19 pandemic.

The results obtained means that we partially accept the H1 hypothesis because one of the variables, that is transactional leadership has a negative value. These results mean that GMB must invest more in training programmes that promote servant leadership and transformational leadership. The reason being that the two have a great effect on organisational culture.

5.3 Conclusion

The study was to assess the effect of Covid 19 on the leadership styles and organizational culture a case study of GMB.

- Gender respondents shows that 54% male and 46 % were female. This means that there is gender inequality in GMB. This is against government policy which advocates for a 50:50 situation.
- The age range of 41 years and above has the highest percentage 46%. This suggests that most of the GMB employees are mature people who have families to look after.
- The marital status shows that 72.7% of GMB employees are married. This means that most of GMB employees have families to look after. Therefore, the effects of Covid 19 would severely impact on their well-being.
- The education levels of respondents show that GMB employees are highly educated. This means that they understand the dynamics of the current business environment due to Covid 19.
- The work experience of respondents is very high because 48.7% have 10 years and above experience. This means that they know very well the leadership styles of their leaders. They also understand the culture of GMB well.
- The operations department has the highest number of respondents 79.3%. This suggest that this is a key department in GMB and the responses would be a true representation of the effects of Covid 19.
- Since most of the respondents are non–managerial (52%). This suggests that the responses on leadership styles and organisational culture are a true representation of the situation in GMB.
- All the Likert scale questionnaires had a high internal consistency. This means that they were well structured and reliable as sources of data collection.
- Communication with supervisors was a challenge in GMB.
- The operations of GMB were never stopped during the Covid 19 pandemic. Thus exposing the employees to infection.
- New recruits were not receiving enough orientation in GMB during Covid 19 period.

5.4 Answer to Research Questions

The following were the research question;

- What was the effect of Covid 19 in the workplace at GMB?
- To find out the appropriate leadership style during Covid 19 pandemic?
- To determine the organizational culture changes during Covid 19 at GMB?
- To assess the relationship between leadership styles and organizational culture during Covid 19?

1. The most noted effect of Covid 19 on GMB was that of employee reduction according to 60.3% of the respondents.
2. Transformational leadership style had the most impact on organisational culture during Covid 19 at GMB. This means it was the most appropriate leadership style.
3. Organisational culture changed a lot at GMB during Covid 19.
   - Some employees resorted to home working and others used a hybrid system.
   - Orientation for new recruits was no longer enough.
   - Face to face meetings and workshops were stopped.
   - Interactions with peers was greatly affected as social distance was adopted and hand shacking was prohibited.
4. Leadership styles had varying impacts on organisational culture.

   -Transformational leadership had the strongest positive impact on organisational culture in GMB with a beta value of +.369.

   -Servant leadership had a positive impact with a beta vale of +.185.

   -Lastly transactional leadership had a negative impact with a beta value of -.259.

5.5 Contribution

5.5.1 Theoretical Contribution

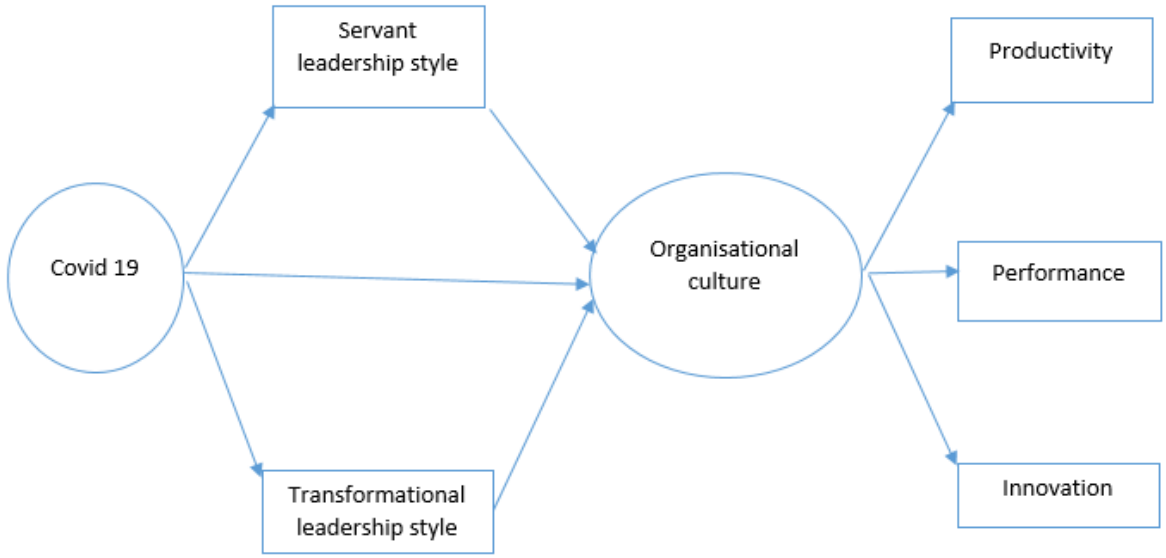


Figure 5.1 Conceptual framework

Covid 19 affects leadership styles. Leadership styles then affect organisational culture. Organisational culture ultimately affect productivity, performance and innovation. Organisational culture is also directly affected by Covid 19.

Suggested future hypothesis

- H0: There is no relationship between Covid 19 and organizational culture.
- H2: There is a positive relationship between Covid 19 and organizational culture.

New Leadership Style

Productivity Leadership style is another new leadership style that must be practised by organisations. Productivity leaders must ensure that all production resources are available in their right quantities and quality. The resources must be utilised efficiently so that the customer requirements are met economically. These include the human capital.

5.6. Policy Recommendations

5.6.1. Internet Connectivity

The government of Zimbabwe must ensure that there is affordable internet connectivity in the country to enable efficient homeworking to be achieved. When responding to communication effectiveness during Covid 19, the majority of respondents indicated that it was not effective. The reason for the ineffectiveness being that some GMB employees were using the hybrid

system. As a result, communication was limited due to connectivity challenges. Affordable internet connectivity would ensure the use of different communication channels such as zoom, skype. This would ensure effective communication.

5.6.2. Supply of Raw Materials

The supply of spares and raw materials to parastatals like GMB must get the support of government especially in crisis periods such as the Covid 19. This would ensure that food security to the citizens is guaranteed. Thus it is of paramount importance that the operations of GMB are not stopped or delayed due to unavailability of some spares or raw materials.

5.6.3 Parastatals Management Development Programmes

To ensure that parastatals are being run efficiently and professionally the government can put policies that force institutions like GMB to train their management on a periodic basis. This will ensure that the management are equipped with the latest management practices. The government must provide such a service at economic rates, because it would become unaffordable to some parastatals if the training programmes are to be provided by the private sector.

5.7. Managerial Recommendations

5.7.1 Adoption of Transformational and Servant Leadership Styles

GMB must engage all supervisors, managers at different levels and the executive to adopt transformational and servant leadership styles of leadership when discharging their duties. This will enhance the performance of GMB employees.

5.7.2 Training Programmes

GMB must introduce management development programmes aimed at training its supervisors' managers and the executive on modern leadership practices such as transformational and servant leadership. This will greatly improve productivity, performance and innovation of GMB.

5.7.3 Communication

The leadership of GMB must come up with strategies that will improve communication within the organization especially during crisis periods. This will help to reduce stress levels and fear in subordinates. Effective Communication will build trust between supervisor and subordinates. Ultimately customer service will be improved.

5.7.4 Shunning Transactional Leadership Style

The negative impact displayed by transactional leadership style means that it must be shunned. Policies should be put in place that discourages the practice of this style. It is sensible that the GMB should select the best approaches that will induce the optimal performance of workers. In this case, transformational and servant leadership should be fully executed to attain anticipated performance in an organization

5.7.5 Tools of The Trade

GMB management must provide laptops and data bundles to all of its office staff. This will enable the staff to work from any place as long as there is connectivity. The laptops will also enhance communication between the supervisor and subordinate. Virtual meetings can easily be held between the team members. All workers in management must also be equipped with these laptops to enable holding of virtual meetings.

5.7.6 Computerisation of Manual Processes

There is need for GMB to computerise most of its processes. This will enable its staff to work from anywhere. The ability to work from anywhere will greatly improve service delivery. This will result in efficient processes and happy customers.

5.7.7 Orientation for New Recruits

It is important that new recruits receive enough orientation in joining a new organisation. In GMB during the Covid 19 pandemic orientation was not done properly. This will have an effect on employee performance because they will take more time to fit in the organisation. The recruits may also make more mistakes in their duties because they are not aware of the correct procedures.

5.7.8 Gender Balance

GMB must revise its gender policy in line with government requirements. This will ensure diversity in the organisation. Diversity is important for staff welfare and productivity.

5.8. Generalisation of Findings

The study can be generalised to the whole GMB since the respondents included every department. The respondents were also chosen throughout the country.

5.9. Research Limitations

The researcher faced challenges to convince some respondents to participate in the study. The respondents were suspicious about the purpose of the study. The researcher had to explain the benefits of the study and that confidentiality of information was guaranteed.

5.10. Areas of Further Research

A similar study must be carried out that includes every GMB employee. Future research can look at transformational leadership during Covid 19 and after Covid 19 when it eventually ends. It would also be noble to find out the new leadership styles that can be used during Covid 19, rather than concentrating on the generic ones. It would also be of great interest to find out what the future would be like if Covid 19 continues for the next eight (8) years to 2030. Lastly future research can be done carried out to find out if Covid 19 changes leadership styles.

5.11 Chapter Summary

This chapter concludes the research by presenting the conclusions and recommendations from the study. The recommendations were made to the government and GMB management. The researcher hopes that GMB management will find this research useful and assist in the promotion of good leadership and organisational culture.

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Appendices 1

Cover Letter

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GRADUATE SCHOOL OF BUSINESS
Where Great Minds Meet

TO WHOM IT MAY CONCERN

10 January 2022

MR CHINYAMA JAMES, REG. NUMBER B203141B: MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE DEGREE (MLC) STUDENT

This letter serves to confirm that **Mr. Chinyama James [B203141B]** is an Executive Master of Business Leadership Degree (MLC) student at Bindura University of Science Education. He is now studying the final stage of the MLC Programme which requires him to carry out a research. The topic of his research is: ***"TO ASSESS THE EFFECT OF COVID-19 ON LEADERSHIP STYLES AND ORGANIZATIONAL CULTURE. THE CASE OF GMB."***

Please give him any assistance he may require.

For more details please do not hesitate to contact us.

Yours faithfully

OFFICIAL
COORDINATOR
GRADUATE SCHOOL OF BUSINESS
FACULTY OF COMMERCE
PRIVATE BAG 1020, BINDURA

pp

DR. J. MWENJE
DIRECTOR

Appendices 2

Questionnaire

Ref: MLC Research Questionnaire

I am an MLC student at the Bindura University of Science and Technology. I am doing a research study on the effect of Covid 19 on the leadership styles and organizational culture in GMB. I invite you to complete this questionnaire. Your participation is voluntary: you don't have to answer questions that you don't want.

The results of this survey are completely anonymous. Therefore, DO NOT put your name anywhere on the questionnaire. Your identity is totally protected. No one will be able to identify you. So please answer the questions honestly and objectively. If the study is to be helpful, it is important that you answer each question as carefully as possible. All answers should be recorded on the questionnaire.

Please give your honest opinions and answers. Pick only one answer for each question. If you need to change an answer, please cross out completely the wrong response. Indicate your response with a tick (X) on the appropriate response option.

Thank you for your help.

A: DEMOGRAPHICS

General information about respondent. Please indicate by putting an X

1.Gender

Male [ ] Female [ ]

2. Age range in years

Below 25	26-30	31-35	36-40	Above 41

3. Marital status

Married [ ] Single [ ]

4. Level of Education

Secondary School	Certificate	Diploma	Degree	Masters

5. Work Experience in years

Below 1	1-5	6-10	Above 10

6. Which department are you from?

I T	H R	Financ e	Qualit y	Procureme nt	Operation s	Enterpis e Risk	Transpo rt & logistics	Audi t	Technic al

7. What is your position in the organisation?

Senior Manager	Managerial	Non managerial

B: THE EFFECT OF COVID 19 IN THE WORKPLACE AT GMB

Using the following 5point scale indicate the extent to which you agree or disagree with

the following statements as they relate to the effect of Covid 19. 1 =Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree					
	1	2	3	4	5
8. The operations of GMB were severely affected by Covid 19 pandemic					
9. GMB faced a number of operating challenges					
10. The operations were never stopped					
11. The supply of spare parts and operating materials was affected					
12. The number of employees was reduced					

C: LEADERSHIP STYLES DURING COVID 19

Using the following 5point scale indicate the extent to which you agree or disagree with the following statements as they relate to your leaders.

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

NOTE: PLEASE READ DEFINITIONS BELOW BEFORE ANSWERING QUESTIONS 13-27.

Definitions

1. **Leader of a group of people or an organization is the person who is in control of it or in charge of it.**
2. **Servant leadership- puts the needs, growth and wellbeing of followers first. They adopt a serve first mind set and prioritise their organisation, employees and community above themselves.**
3. **Transformational leadership - encouraging and motivating followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. They give workers autonomy over specific jobs, as well as the authority to make decisions.**

Servant Leadership style	1	2	3	4	5
13. The leader gives you the responsibility to make					

important decisions about your job					
14. The leader gives priority to career development of others					
15.The leader cares more about the success of others					
16.The leader cares about others' personal well-being					
17.The leader encourages others to handle important work decisions on their own					
18.The leader takes time to talk to others on a personal level					
19.The leader has a thorough understanding of the organization and its goals					
Transactional Leadership style					
20. The leader makes all the important decisions					
21. The leader does not consider input from team members					
22. The leader originate rules and make sure everyone follows					
23. The leader dictate all the working methods and processes					
Transformational Leadership Style					
24. The leader shows genuine concern for others					
25. The leader is accessible and approachable					
26. The leader is decisive and self confidence					
27. The leader empowers and develops others					

D: ORGANISATIONAL CULTURE

Using the following 5point scale indicate the extent to which you agree or disagree with the following statements as they relate to Covid 19.

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

Definition: Organisational culture is all about how people treat each other, how leaders treat their teams and peers, how employees treat each other, and how people treat customers and vendors. It's about relationships and respect.

Organisational Culture during Covid 19	1	2	3	4	5

28. Everyone was working at their work station					
29. We were given support and power to make decisions					
30. Fair, timely and balanced feedback on performance was obtained					
31. Communication with my supervisor was always effective					
32. New recruits were receiving enough orientation					
33. Meetings were conducted face to face					
34. Face to face workshops were being held					
35. Interactions with peers was not restricted					

E: LEADERSHIP STYLE INFLUENCED ORGANISATIONAL CULTURE

Using the following 5point scale indicate the extent to which you agree or disagree with the following statements as they relate to leadership style and organisational culture.

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

	1	2	3	4	5
36. Servant leadership style had an influence on organisational culture					
37. Autocratic leadership style had an influence on organisational culture					
38. Transformational leadership style had an influence on organisational culture					