



BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MASTERS IN LEADERSHIP AND CORPORATE GOVERNANCE

**TRANSFORMATIONAL LEADERSHIP AND ORGANISATIONAL
PERFORMANCE IN PRIVATE HEALTHCARE. A CASE STUDY OF SELECTED
PRIVATE FACILITIES.**

BY

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**A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE
EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR A
MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE (MLC) DEGREE
QUALIFICATION**

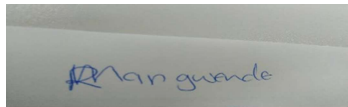
BINDURA, ZIMBABWE

JUNE 2022

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DEGREE PROGRAMME: Masters of Leadership & Corporate Governance

YEAR DEGREE GRANTED: 2022

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DECLARATION

I, Rejoice Euritah Mangwende, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the acknowledgments, bibliography, references, and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

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DEDICATION

This dissertation is dedicated to my mother for the support she rendered during my study. I also dedicate the research to my sister Tariro and her family who have put in a lot of effort in supporting me during the course of my studies. May the Lord God continue to richly bless you abundantly! Lastly, I dedicate this dissertation to every rural girl child who wishes to pursue academics that the sky is the limit.

ACKNOWLEDGEMENTS

My sincere gratitude goes to God the Almighty for awarding me the opportunity to undertake this Master's Degree, my research supervisor Dr. W Makumbe for the patience he had with me during the research, and for providing guidance, wisdom, and support. Credit also goes to my family. I thank them for the moral support and confidence they rendered me. My gratitude also extends to the Bindura University of Science and Education management and staff for the help given me and the knowledge that I have acquired throughout my studies. I would also like to acknowledge everyone who actively supported me in one way or another, too numerous to mention by name.

ABSTRACT

Transformational leadership is about encouraging, inspiring, and motivating the workforce in ways that creates meaningful change. This concept has become more important than ever especially in the fourth industrial revolution where organisations are undertaking continuous change. Owing to this, several academics and practitioners have focused on transformational leadership as a research area. However, studies on transformational leadership are largely western context based. In fact, little is known about this concept in the global south. For this reason, the primary goal of this research was to determine how the private healthcare industry's organisational performance was impacted by the four transformational leadership from a Zimbabwean perspective. The researcher employed the deductive method, whereby operational hypotheses describing the relationships between the variables were established and stated. The questionnaires were tested quantitatively in order to produce credible results. Participants were chosen from among the private healthcare facilities in Harare using stratified sampling. 140 respondents returned completed surveys that were used for data analysis after 160 questionnaires were issued to respondents. A 5-point Likert scale was used to measure each scale in the questionnaire. SPSS was used to test hypotheses. The findings revealed that all the four transformational leadership dimensions (inspirational motivation, individualised consideration, intellectual stimulation, and idealised influence) had a significant positive impact on the performance of private healthcare organisations. It is advised that private healthcare facility leadership recognise the impact of the four transformational leadership dimensions on organisational performance, which will ultimately result in the accomplishment of the desired goals and objectives. Additional research should examine how transformational leadership affects organisational performance in other industries in Zimbabwe, like mining and agriculture.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

All facets of Zimbabwe's economy have been impacted by the country's present VUCA (volatile, unpredictable, complex, and ambiguous) operating environment, including the healthcare industry. Organizations must continually adjust to changes, which calls for leadership that is more agile and adaptable. Under what is known as "transformational" adaptive leadership, environments of shared responsibilities that have an impact on novel ways of knowing are developed. Due to the complexity of the healthcare industry, effective leaders who can lead and adapt to change are needed, (Rolfe, 2011). In this sense, everyone at all levels of the organization feels a need to work together to accomplish the intended objectives, in addition to top-level management demonstrating its competence. To make matters worse, the Covid-19 pandemic has had the greatest impact on the healthcare industry, which lost staff for a variety of reasons, including employee resignations due to fear of contracting the disease and others finding employment abroad, some of whom are still working (turnover is high). Numerous obstacles must be overcome by private healthcare, such as a lack of foreign money needed to buy medicines, household goods, and specialized equipment, shifting government regulations, and fierce rivalry. It is encouraged for leaders in private healthcare to adopt leadership philosophies that will allow them to successfully adjust to changes in the business environment, improve performance, and uphold operating standards. The significance of a transformative leadership style for an organization working in a VUCA environment is amply supported by this study. There are four main components to transformational leadership, the effects of inspirational motivation, individualised consideration, intellectual stimulation, and idealised influence, (Moradi Korejan & Shahbazi, 2016). In light of this, this study primarily focused on the largest private healthcare facilities in Harare's affluent area to examine how transformational leadership will affect organizational performance (Northern suburbs)

1.2 Background of the study

Several studies have been done globally on transformational leadership. Choi et al., (2016) demonstrated that transformational leaders are those with the capacity to uplift and

intellectually stimulate followers both individually and collectively. This Malaysian study, which concentrated on the healthcare industry, found that transformational leadership has a beneficial impact on medical assistants and nurses' job happiness. In another research done in Lebanon healthcare, Hussein & Wahidi, (2018) revealed a link between the two elements of transformational leadership and employees' job satisfaction. (Inspirational motivation and individualised consideration whilst the other two components (idealised influence and intellectual stimulation) have no discernible impact on workers' job happiness. There was a study in United Kingdom healthcare by, Piotrowski et al., (2011), it was determined that transformational leaders can actually be viewed as change agents, putting the healthcare workforce's needs ahead of their own by inspiring professionals to support a vision and giving them the freedom to drive change that will be more effective than other strategies.

In South Africa, it was revealed by Sethibe & Steyn, (2015) that transactional leadership style is more suitable when the goal is to foster an innovation culture, despite the fact that transformational leadership style is significantly and positively related to innovation. On the other hand, the study found that transformational leadership style is mostly associated with organizational performance. Another study was also done in South Africa by, Ristow et al., (1999) in sport (Cricket) where it was concluded that there is a positive relationship that exists between organisational effectiveness and the leaders who employ transformational leadership independent variables which are idealised influence and individualised consideration.

Erkutlu, (2008) research on transformational leadership in the hospitality sector was conducted in Turkey, and it was discovered that all of the elements of transformational leadership were present (Idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration) are linked favourably to organisational efficiency and leadership, but individualised consideration has the highest effect. According to the study's findings, hospitality organisations need more transformative leaders. In Pakistan, Haseeb et al., (2021) established that individualised consideration and idealised influence greatly improve the performance of workers in the service industry. Intellectual stimulation and inspirational motivation were discovered to have no bearing on employee performance. It was also made known that individualised considerations assist in inspiring the workforce by rewarding them, keeping an eye on them, and providing guidance or mentoring to them. Another study on transformational leadership in the Middle east was done by Yasin et al., (2014) it was revealed that intellectual stimulation assists in inspiring the workforce by rewarding them and monitoring and caring for them as the mentor or coach would. According to the study's

findings, SMEs will perform better if leadership in these organisations places an emphasis on intellectual stimulation as a component of transformational leadership style.

In Pakistan, higher education was the setting for transformational leadership by Abdul Wali Kan et al., (2021) and it was determined that both inspired motivation and idealised influence, two characteristics of transformational leadership, had a significant impact on workers' job satisfaction. Ngaithe et al., (2016) also found the same thing as the aforementioned study in higher education, as it was determined that inspirational motivation and idealised influence impact considerably and favourably boost performance in State-owned Enterprises (Kenya). The United States of America, Doody & Doody, (2012) found that transformational leadership is advantageous since it can develop strong leaders who can solve some pressing problems successfully in the future. However, it was also highlighted that the degree of efficacy of transformational leadership is somewhat influenced by cultural values. The healthcare industry in the United States of America was the setting for this investigation, (Mostafa et al., 2015). The suitability of transformational leadership as a managerial-based, output-based, and market-based competency for businesses in globalised marketplaces was established in Austria. The transformational leadership's inspirational motivation component encourages the development of new goods and services in response to the market's shifting needs.

Finally, research on transformational leadership in manufacturing and education was conducted in Zimbabwe. Hadebe, (2013) determined that school administrators could employ transformational leadership to give their institutions a competitive edge and something special. Mathende & Yousefi, (2021) proved the value of a transformational leadership approach for organisations functioning in a VUCA environment, especially in the industrial sector. The study also concluded that the most influential factor was inspirational motivation, followed by idealised influence, intellectual stimulation, and individualised attention as the least influential factor. The effectiveness of the workplace is directly impacted by each transformational leadership factor, according to a review. Therefore, the application of transformational leadership in Zimbabwe's manufacturing and education sectors will result in additional research in the service sector of private healthcare. Additionally, this study will look into how the organisation performance of private health sector facilities is impacted by the four aspects of transformational leadership.

1.3 Problem Statement

Organisations can operate better under transformational leadership in tumultuous and unpredictable situations such as the Zimbabwean context. Many studies have focused on transformational leadership such as Mathende & Yousefi, (2021) Hadebe (2013) and Ristow et al., (1999), these studies confirm that academics and practitioners have generated interest in the concept. However, these have been done in sectors such as sports, education and manufacturing in other contexts. Little is known about empirical studies on transformational leadership in the healthcare industry in Zimbabwe. This research therefore seeks to bridge this lacuna.

1.4 Main objective

To ascertain the impact of transformative leadership on the performance of private healthcare organisations.

1.4.1 Sub – Objectives

- a) To ascertain how inspirational motivation affects organisational performance in the private healthcare industry.
- b) To ascertain how individualised consideration affect organisational performance in the private healthcare sector
- c) To ascertain how intellectual stimulation affects organisational performance in the private healthcare sector
- d) To ascertain the impact of idealised influence on the performance of private healthcare organisations.

1.5 Main Research question

What is the impact of transformational leadership on the performance of private healthcare organisations?

1.5.1 Sub-research questions

- a) What is the impact of inspirational motivation on organisational performance of private healthcare organisations?
- b) What is the impact of individualised consideration on the organisational performance of private healthcare organisations?
- c) What is the effect of intellectual stimulation on the organisational performance of private healthcare organisations?
- d) What is the effect of idealised influence on the organisational performance of private healthcare organisations?

1.6 Hypothesis

H₀ Inspirational motivation is positively related to organisational performance.

H₁ Inspirational motivation is not positively related to organisational performance.

H₀ Individualised consideration is positively related to organisational performance.

H₂ Individualised consideration is not positively related to organisational performance.

H₀ Intellectual stimulation is positively related to organisational performance

H₃ Intellectual stimulation is not positively related to organisational performance.

H₀ Idealised influence is positively related to Organisational performance.

H₄ Idealised influence is not positively related to Organisational performance.

1.7 Research Assumptions

The following presumptions will be used in the research:

- i. The private hospital sample that was chosen will accurately reflect all of the private hospitals in Harare.
- ii. The respondents will respond to questions to the best of their abilities and knowledge and will have a thorough understanding and respect of the industry needs.
- iii. Private healthcare employers would give the researcher permission to conduct her research in their facilities.
- iv. The dynamic (constantly changing) corporate climate in Zimbabwe now necessitates transformational leadership for survival.

1.8 Significance of the study

Work performance is greatly influenced by leadership, and research shows that different leadership philosophies can affect employees as well as predict work success. In addition to adding to the growing body of knowledge about transformational leadership and its impact on organisational performance, this study will concentrate on how transformational leadership can enhance organisational performance in the private healthcare sector

1.8.1 Healthcare Facilities Leadership

Leading organisations in this uncertain, dynamic economic environment is very difficult, and healthcare institutions are not exempt from the challenges of dealing with crises because nobody can foresee what will happen next. As a result of skilled workers leaving both public and private healthcare facilities in Zimbabwe in search of better opportunities abroad, healthcare has been damaged. Healthcare institutions are not exempt from the difficulties of managing crises since nobody can predict what will happen next. Leading organisations in this

unpredictable, dynamic economic climate is highly challenging. Healthcare has been harmed as a result of qualified professionals fleeing Zimbabwe's public and commercial healthcare facilities in search of better prospects elsewhere

1.8.2 Healthcare workers

Healthcare professionals other than nurses can be divided into the clinical and non-clinical categories. Clinical workers include nurses, physicians, nursing assistants, and nonclinical professionals at healthcare facilities such office managers, chefs, cleaners, and security officers. They will be able to use the findings as a platform to highlight the challenges they want their leadership to address and the ways in which they help healthcare facilities succeed.

1.8.3 Ministry of health

The study will help the ministry of health identify problems that can be fixed to enhance healthcare in Zimbabwe. Additionally, it will serve as a benchmark for evaluating how well public healthcare in Zimbabwe can compete with private healthcare.

1.8.4 Zimbabwe State Universities

The research will be a valuable addition to the body of knowledge in the academic field since it will explain in great detail how transformational leadership can enhance organisational performance in the private healthcare sector. As the researcher is unable to address all the concerns relating to transformative leadership, it might be utilised as a foundation for additional research by other academics.

1.9 Study Delimitations

- The research primarily examined the impact of transformative leadership on organisational performance in the private healthcare sector in the health sector. It was exclusive to private medical centres in affluent Harare areas.
- Research is a cross sectional study, which means that information from the sample components is only collected once. This serves as a boundary because the attitudes of the respondents could shift over time
- Due to the fact that data will only be collected in Harare, there will be geographical constraints because those other areas won't be able to take part in the research.

- The investigation will only focus on private healthcare; what about the mining and agricultural industries?

1.10 Limitations

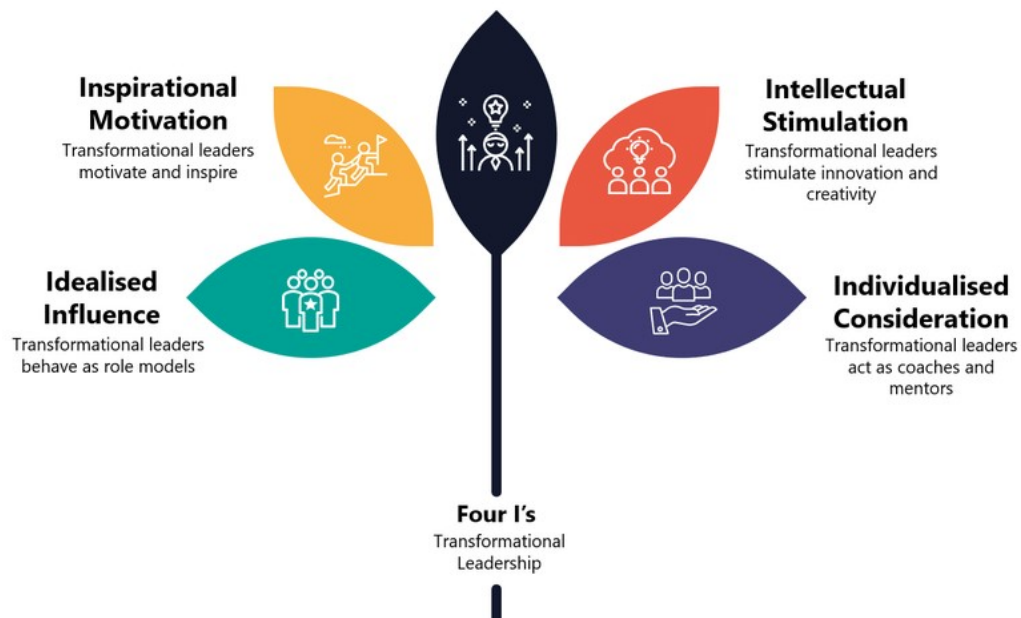
- The primary restriction is responders' accessibility because to the Covid-19 outbreak. The dissemination of surveys and the gathering of data will be impacted by this. Face-to-face interviews are restricted by Covid-19 lockdown measures, and private healthcare facilities tend to be secretive. As a result, the researcher will need to be strategic. It will also help if she works at one of the larger private healthcare facilities, as the management there will likely refer her to other facilities in the private healthcare sector.
- Inability to afford travel expenses for the purpose of collecting both primary and secondary data. The researcher will draw on her meagre finances to obtain the necessary data.
- The researcher will collect data while simultaneously attending to work-related obligations, which will unavoidably affect fieldwork but may not jeopardise the accuracy and validity of the findings. Another issue will be a time crunch. The researcher will work on this project during the weekdays and evenings in order to get around the issue.
- Upholding confidentiality. Due to their suspicions about the researchers' motivations, some participants—especially employers—withheld certain information. They must be persuaded by the researchers that the study is primarily being conducted for academic grounds.
- The respondents might take longer to complete the surveys, to the point where some respondents who make commitments to finish the questions might not follow through until the study is over

1.11 Definition of Terms

Transformational leaders work to develop fresh ideas and viewpoints in order to set the organisation on a new course for growth and profitability, (Moradi Korejan & Shahbazi, 2016).

Transformational leadership consists of 4 main dimensions: The impact of idealized influence, inspirational motivation, individualised considerations, intellectual stimulation, and idealised influence.

- **Inspirational motivation** Inspirational and motivating leaders are those who push their followers to be more productive at work and provide a clear perspective for achieving goals and moving forward.
- **Individualised consideration:** Leaders treat their followers in ways that are appropriate for their personalities and skill sets. Individuals receive special attention from the leader.
- **Intellectual stimulation:** By altering their own subordinates' tactics and opportunities, leaders encourage their followers to try to inspire enthusiasm and innovation in others. The fundamental goal of a leader is to provide an open channel for ideas and imaginations so that their followers and subordinates can experiment with novel methods and strategies.
- **Idealised influence:** By acting amiably, leaders set examples for their people. They have their fans' admiration, respect, and trust. They resist utilising their position of authority for their own personal interests and prioritise the needs of their followers over their own.



Four "I"s of Transformational leadership

https://www.researchgate.net/figure/The-fours-Is-of-transformational-leadership-Bass-1985-1990-1995-2008_fig1_343513714

Organisational performance refers to the extent to which the organisation can effectively position itself in the business market with some informational, financial, and human resources. (Conțu, 2020). In other words, organisational performance includes actual outcomes or results as opposed to desired outcomes.

Leadership is an art by which a person can influence others to direct their endeavours towards attaining organisational goals, (Abdizadeh & Malekalketab Khiabani, 2014).

Leadership style: In other words, organisational performance includes actual outcomes or results as opposed to desired outcomes, (Karakiliç, 2019)

Private healthcare Facility: A non-government owned or managed institution or facility that offers diagnostic procedures, medical or surgical treatment, nursing care, or other forms of healthcare. (<https://www.lawinsider.com/dictionary/private-health-facility>)

Private healthcare Sector: Facilities that are not part of the National Health Service make up the private healthcare sector (NHS). They are mostly owned by businesses, while some may be operated by non-profits or other non-profit entities. (<https://www.freedomhealthinsurance.co.uk/about-private-healthcare>)

VUCA: is an abbreviation that recently entered the business vernacular. Volatility, uncertainty, complexity, and ambiguity are the elements it refers to; these words have been employed in a variety of ways to characterise an environment that confounds executives and resists accurate diagnosis.,(Bennett & Lemoine, 2014).

Volatility: Information is available, and the situation is understandable, but change is relatively unstable, frequent, and occasionally unpredictable.

Uncertainty: Uncertainty regarding whether a given event will result in significant change; cause and effect are acknowledged, but it is unclear if a specific occurrence will do so.

Complexity: Many interconnected components from a complex web of processes and information; frequently complex and multifaceted, but not always involving change

Ambiguity: Lack of understanding of "the basic principles of the game," inability to discern cause and effect, and lack of historical data to base forecasts on.

1.12 Chapter Summary

This chapter discusses the study's history, what earlier authors and researchers had to say about the influence of transformational leadership on organisational performance in the private healthcare sector, as well as how the problem was stated. When the research's goals, questions, and hypotheses were formulated in Chapter 1, the research's framework was established. The next chapter surveys the body of knowledge on transformative leadership and how it impacts organisational performance.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter assesses the literature and data those other researchers and academics have found regarding the impact of transformative leadership on organisational performance. In this present dynamic corporate operating climate, the private healthcare industry has evolved into a competitive market where private healthcare institutions compete with one another to achieve improved patient outcomes in terms of quality and cost-effectiveness. Over the past 20 years, transformational leadership has attracted scholarly interest as a new paradigm for understanding leadership (Spreitzer et al., 2005). Transformational leadership consists of 4 main dimensions which are inspirational motivation, individualised considerations, intellectual stimulation, and idealised influence, (Moradi Korejan & Shahbazi, 2016). The researcher will review theoretical and empirical literature in this chapter in an effort to contextualise the current investigation. Newspaper articles, websites, and research journals were some of the literature's sources.

2.2 Transformational Leadership

"Transformational leadership's potential to address issues that are relevant in the modern, changing, and uncertain work environment is the main reason for its positive influence."

Lim, B. -C., & Ployhart, R. E. (2004)



Fig 2.1 Transformational leadership

Healthcare organisations benefit from leaders in a variety of ways, chief among them is the development of an effective strategy, decision-making, and corporate culture that places a premium on high performance, (Patel MRCS et al., 2016). Good, effective, and efficient leadership can have a favourable effect on and enhance organisational performance,(Mavhungu & Bussin, 2017). The theory and studies of transformational leadership were started initially

by (Burns, 1978). Burns, (1978) ,the theory was founded on the idea that changing leadership increases the levels of motivation and morale among both leaders and followers. In his 1973 book *Rebel Leadership: Commitment and Charisma in a Revolutionary Process*, J. V. Downton introduced the concept of transformational leadership for the first time. McCloskey, (2015) said that creating, sustaining, and enhancing leader-follower, follower-leader, and leader-leader partnerships in pursuit of a shared vision, in accordance with shared values, and on behalf of the community in which leaders and followers jointly serve is what is referred to as the process of transformational leadership. Communities created by transformational leaders tend toward the future; they focus on prospects for the future rather than just the chores of the present, (Alsayed et al., 2020)

Inspired by Hussein & Wahidi, (2018) studies that demonstrated the impact of four meta-independent independent factors of transformational leadership on job satisfaction in the healthcare sector in Lebanon. Below is a diagram showing the four elements of transformational leadership in a pictorial diagram.



Fig 2.2 Elements of Transformational leaders

[images of transformational leadership - Search \(bing.com\)](#)

2.2.1 Inspirational motivation

Mavhungu & Bussin, (2017) defined motivation as the process that explains a person's drive, focus, and perseverance in pursuing a goal, for instance, the outcome of the interaction between a person and a situation. Inspirational motivation results from the use of both potent and persuasive persuasion techniques. This behaviour emphasises the significance of leaders setting high standards for subordinates and inspiring and motivating them by giving their work value and a challenge so that they can create a shared vision within organisations. Inspirational

leaders connect personal and organisational goals, making the accomplishment of organisational goals a desirable way to achieve personal goals, (Ngaithe et al.,2016). Inspirational motivation focuses on motivating human resources, raising the bar for what is expected of them, (Grasabeh et al,2015).

2.2.2 Individualised Consideration

According to each follower's unique traits and abilities, the leader interacts with them. The leader gives each person particular attention in order to foster a positive relationship by offering fresh learning opportunities in accordance with their interests and abilities, (Moradi Korejan & Shahbazi, 2016). Individualised consideration entails providing socioeconomic support to the workers from the organization's executives (managers or supervisors). These aids the followers in encouraging the employees' development and giving them responsibility, (Haseeb et al.,2021). As they have a duty of care to their subordinates, leaders engage in a supporting position, particularly during times of need, encouraging and assisting people to reach higher levels of success. Support can be provided through consistent positive reinforcement and staff appraisal, (Doody & Doody,2012).

2.2.3 Intellectual Stimulation

By encouraging followers to participate in decision-making, challenge presumptions, and reframe issues, the leader's actions stimulate followers' creative and original thinking. behaviour that increases a person's and a culture's capacity to consider problems in fresh ways,(Magasi, 2021). Leaders who are intellectually stimulating encourage those they supervise to challenge the status quo and find novel or creative solutions to challenging issues. Leaders encourage subordinates to show initiative and individual problem-solving skills while assisting them in their efforts. The leader challenges people to use initiative and resourcefulness, (Gabel, 2013). Intellectual stimulation boosts one's capacity to finish the task, come up with creative solutions for issues, and inspire subordinates to share new ideas This crucial element of leadership promotes improvement in organisations through innovation and knowledge development to create lasting competitive advantage, (Samina et al.,2014).

2.2.4 Idealised Influence

Idealised influence is about developing self-assurance and trust, serving as a role model that followers desire to imitate, and influence is equated with charisma, (Hay, 2006). Idealised influence refers to the actions of a transformational leader that inspire others to follow them out of a sense of trust, admiration, and respect as well as a desire to mimic them. These actions include being consistent and acting with wise ethics in all their dealings, (Chebon et al.,2019).

The idealised influence dimension is subdivided into two perspectives idealised influence attributed and idealised influence behaviour. Under *idealised influence attributed*, Transformational leaders demonstrate assurance and encourage their followers to feel feelings like respect, altruism, and dignity., under *idealised influence behaviour*, transformational leaders promote the completion of tasks based on a shared sense of principles, values, purpose, and mission. They are goal-oriented, (Gyamfi Agyemang St Joseph et al., 2017). Idealised influence has been linked to a charismatic, moral leader who can effectively convey his or her vision for the organisation to staff members.

2.3 Organisational Performance

Since employees are not adequately organised, controlled, or coordinated in these circumstances, many organisations have failed as a result of the management team's inadequate leadership style. The cause of this mindset is an ineffective leadership style. Some organisations struggle to find competent leaders with the personality, competence, and leadership experience they need, (Abbas 2019). Organisational performance is a broad concept that has several definitions. For example, it might be expressed in terms of money, such as market share and profits. Additionally, it is frequently described in terms of efficacy, efficiency, and product and service quality, (Alsayed et al., 2020). Analysis of organisational performance involves comparing a company's results to its aims and objectives. An evaluation of an organization's performance reveals how well it is progressing toward its objectives, the majority of which are measurable and include cost reduction, profitability, sales volume, asset turnover, equity turnover, and inventory turnover. Customer satisfaction and product development, on the other hand, are some examples of intangible performance metrics, (Choudhary et al., 2013). In other words, organisational performance includes actual outcomes or results in comparison to desired outcomes. Sethibe & Steyn, (2015) Operational and financial performance are two separates but connected constructs that can be used to gauge the performance of the aforementioned organisation. Financial performance comprises, among other things, profitability, and monetary indicators like return on investment, return on sales, and operating ratios. Operational performance refers to the company's capacity to provide services to the client efficiently and effectively. The relocation of healthcare personnel to foreign countries has harmed the organisational performance of healthcare facilities; therefore, this study will examine how leadership is coping to maintain consistent service quality. Since the start of Covid-19, there have been a lot of players in the private healthcare sector, which has inspired the researcher to look into how transformation leadership may help private

hospitals and enhance organisational performance. In a word, this study's dependable variable is organisational performance.

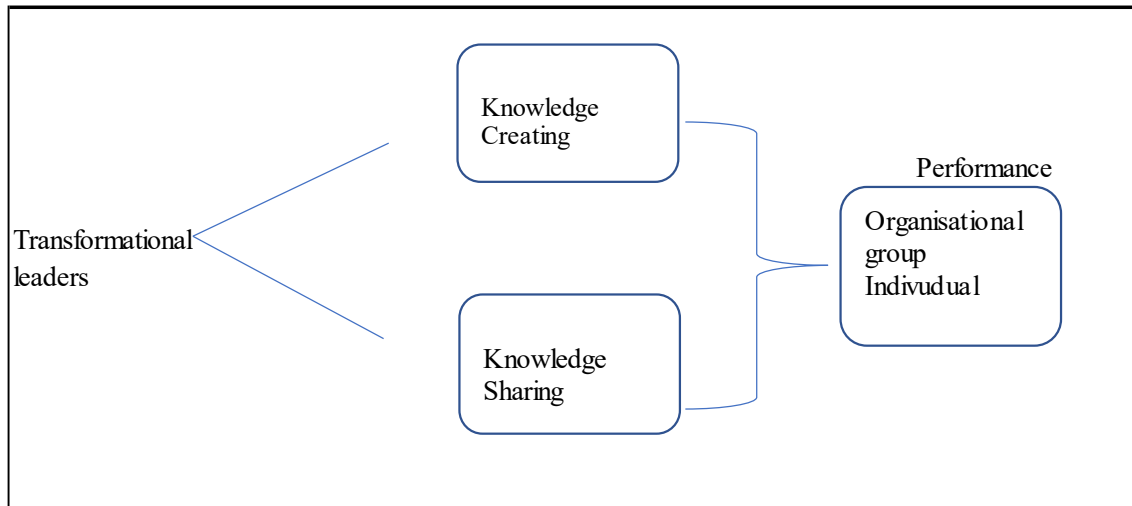


Fig 2.3 Effect of Knowledge on Performance

Leadership's Effect on Knowledge and performance source Bryant, (2003) and modified by the researcher.

Performance that exceeds expectations is the product of effective transformative leadership. To achieve organisational performance, healthcare managers must combine the four pillars of transformational leadership. The figure shows how transformational leadership has an "additive" impact.:

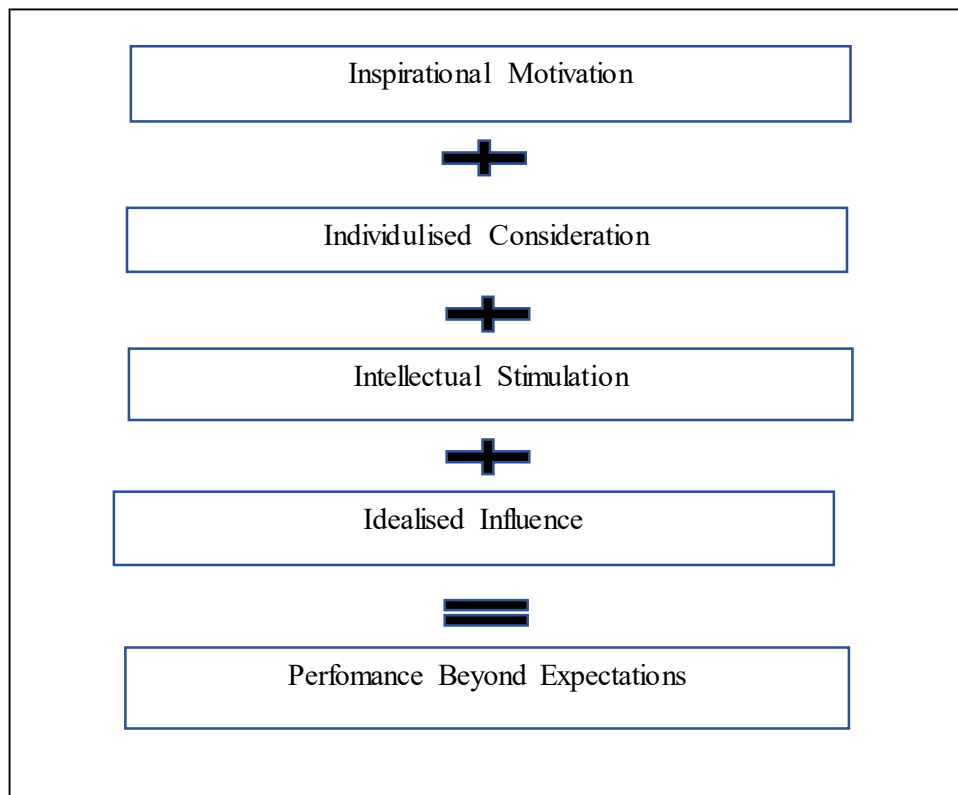


Fig 2.4 Transformational leadership and performance

Source Hall et al., (2019) and modified by the researcher

2.4 Theoretical Framework

Within the confines of crucial limiting assumptions, theories are used to explain, forecast, and comprehend phenomena as well as, in many instances, to challenge and extend current knowledge. The structure that can hold or support a research study's theory is known as the theoretical framework. The theory that explains why the research problem under study occurs is introduced in the theoretical framework and described in detail, (Gabriel,2008). For the purposes of this study, two theories will be discussed: the *contingency theory* for organisational performance, which will serve as the dependable variable, and the *transformational leadership theory* for independent variables

2.4.1 Transformational leadership Theory

For the purposes of this study, two theories will be discussed: the transformational leadership theory for independent factors and the contingency theory for dependable variables for organisational performance, (Gyamfi Agyemang St Joseph et al., 2017). Transformational

leadership theory encourages a style of leadership that places a strong emphasis on inspiring and motivating colleagues to achieve a vision. According to the transformational approach, leadership encompasses more than only exchanges between leaders and followers during specific events, (McCloskey, 2015). Higher degrees of personal commitment to organisational goals are brought about by "followers" who are led in a transformative way, (Hay, 2006). A transformative leader must have the basic abilities to inspire, motivate, and mobilise their workforce. According to the transformational theory, leaders and their followers should always act in accordance with what is necessary, good, and right in light of the situation and the community's values and vision. According to transformational theory, everyday duties are completed, and followers do actually gain experience and become more productive followers, (McCloskey, 2015). Transformational leadership theory contains four distinct components that embody its essential aspects in any organisation which are described in the table below:

The four “I” s of transformational leadership

Table 2.1 Four "I"s

Item	Process	Description
1	Inspirational Motivation	Ability to persuade supporters to support the vision. This happens both verbally and in writing, through actions on the part of the individual as well as explicit assertions. Based on their capacity to effectively communicate their vision and values, which are a reflection of the firmly held concept, leaders with inspirational motivation can energise and motivate followers.
2	Individualised Consideration	Adapting coaching to the individual needs of subordinates. Leaders that show individualised concern are aware of their subordinates' uniqueness, personal growth needs, and potential. In order to promote followers' development, leaders' mentor or coach them. For instance, in the healthcare industry, executives honour specific people for their contributions to putting in place systems of care that lower prescription errors through electronic prescribing or for creating initiatives that boost employee engagement and lower burnout.
3	Intellectual Stimulation	Encouraging creativity and innovation. Leaders encourage followers to take the initiative and solve problems on their own while supporting them in their efforts. The boss inspires workers to use initiative and creativity. Leaders in the healthcare industry encourage staff to think of innovative, resource-saving ways to treat patients, such as through enhancing the flow of information between specialists and primary care providers.
4	Idealised Influence	Charismatic goals and actions that others want to emulate. The leader is regarded as an example, someone who offers a vision and upholds values that uphold and advance the company mission. The vision of the leader is pursued with assurance, tenacity, and concentration. When working with leaders with idealised impact, other doctors and healthcare professionals respect them and are happy to be connected with them. Specific emphasis is placed on long-standing core medical

		values including beneficence, respect for autonomy, non-maleficence, and the goal of lifelong learning in the healthcare industry. For instance, the decision to deploy an electronic health record in the face of opposition is justified to others by the anticipated improvement in healthcare outcomes.
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Source Hay, (2006) & Gabel, (2013)

Below is a pictorial diagram showing the four “I” s of transformational leadership



Fig 2.5 Transformational leadership

[Transformational Leadership: Inspire and Motivate \(verywellmind.com\)](https://www.verywellmind.com/transformational-leadership-2794271)

2.4.1.1 Characteristics of transformational leaders

- Executives who are capable of managing themselves.
- Risk-takers with a keen sense of calculation.
- Motivate supporters.
- Capable of quickly adjusting to change.
- Promotes the growth of subordinates.
- Leaders set an example for others and display high moral principles.

- Supports free dialogue between managers and employees.
- Encourages decision-making and personal accountability among workers.
- Proactive leaders anticipate crises and make plans for them.
- Be willing to test fresh, workable ideas and be open to them.
- Pay close attention to staff needs.
- They are willing to take chances and make difficult choices for others in light of the anticipated increase in healthcare results.

Below is a table showing attributes of transformational leaders which were results from the research done by Hadebe, (2013) in Zimbabwe education sector

Table 2.2 Attributes of Transformational leaders

<p>role model, diplomatic, sees the big picture independent thinker, opportunity seeker, effective and transparent communicator, social structures, Creative, commitment to both organisation and vision, emphasis on teamwork, lifelong learning, and personal empowerment trustworthy, creative, able to motivate others, full of virtue, Reflective, with a focus on the variety of thoughts tracking and praising each person's performance, a focus on one's own development sensitive to others' needs, acknowledging achievements, Delegator, enthusiastic and upbeat</p>
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Source Hadebe, (2013)

2.4.1.2 Why Transformational leadership theory

Transformational leadership successfully inspires employees for the long term and instils in them a sense of accomplishment for their contributions to the success of the firm by engaging people on a personal level and speaking to them directly. Because transformational leadership considers each employee's unique demands, it contributes to decreased turnover rates. Focusing on a company's ethics, transformational leadership considers any ethical issues that may arise, which can help create a more genuine and reliable work environment Increases company-wide morale. Because both the theory and the approach support the notion that managers should strive to uplift their employees, transformational leadership and Douglas McGregor's Theory Y are found to be compatible, (Odumeru & Ifeanyi 2013). Companies frequently apply the transformational leadership theory when employee morale is low because it can swiftly and

successfully motivate staff to break through stagnation. It is undeniable that transformational leaders significantly affect the performance of their organisations, primarily because they are viewed as role models whose behaviours are imitated at all organisational levels, (Waldman et al.,2001). The transformational leadership theory is the best fit for this study because it promotes leaders to collaborate with followers to accomplish objectives in a fluid business environment.

2.4.1.3 The ‘dark side’ criticisms of Transformational leadership theory

If their followers disagree with them, transformational leaders will not be successful. The transformational leadership style can only be successful if the followers are open-minded and on the same page as the leader. Transformational leadership tends to prioritise the needs of people over the interests of the entire team or organisation, which might have unfavourable effects because it is more concerned with individuals than teams. Transformational leaders frequently set goals focused on the large picture of a team or organisation rather than on tiny tasks that may be completed to accomplish the end goal, which makes them susceptible to missing important nuances. This could lead to important details being missed that could be essential to the success of a project. One major critique is that its transformational leadership may lead to power abuse, (Hall 2019). It is conceivable for a leader to only possess one or two of the four transformational leadership dimensions., (Gyamfi Agyemang St Joseph et al., 2017)

2.4.1.4 Conclusion on Transformational theory

The merits and drawbacks of any theory, strategy, or model of leadership become clear. It has been determined from empirical studies that the benefits of transformational leadership theory exceed its drawbacks. In other words, transformational leadership is essential to the successful leadership of organisations since the success of the organisation depends on the effectiveness of the leader. Additionally, empirical data demonstrates a substantial correlation between transformational leadership and favourable work outcomes for employees, including lower attrition rates, greater productivity, employee happiness, innovation, goal achievement, and follower well-being, (Odumeru & Ifeanyi 2013). According to this study, transformational leadership is being pushed more and more in nursing and healthcare settings to foster dedication, job happiness, and overall well-being, (Nielsen et al., 2009)

2.4.2 Contingency theory

The dependable variable, organisational performance, is supported by this hypothesis. Over the past twenty years, contingency theories have played a significant role in management literature. They were created in response to criticism that the traditional theories promoted "one best approach" of organising and managing, which helped them gain popularity, (Hellriegel & Slocum, 1973). Drazin & Vande Ven, (2006) also shared the same point of view as Hellriegel & Slocum, (1973) argued that during the past 20 years, structural contingency theory has dominated research on organisational design and performance. According to the contingency theory of performance management, the system's distinctive characteristics and success will depend on a number of organisational and contextual elements rather than being universally applicable to all organisations in all circumstances. The study analyses auxiliary factors (organisational and environmental factors) that affect the adoption of performance management systems and the decision of performance assessment methods and techniques. Organizational size, technology, structure, strategy, leadership, culture, and the system's environmental competitiveness, dynamism, and predictability are examples of contingency factors, (Wadongo & Abdel-Kader, 2014).

2.4.2.1 The main ideas underlying contingency theory

- Organizations are open systems that require careful leadership to balance internal needs and adjust for changing external conditions.
- The ideal organisational structure is subjective. Depending on the task or setting one is working in, the proper form will vary.
- Prioritizing alignments and good fits should be the top focus of management.
- There are many operational situations that call for various sorts or species of organisations

The diagram below shows the relationship between leadership style and variables in accordance with contingency theory

Contingency Theory

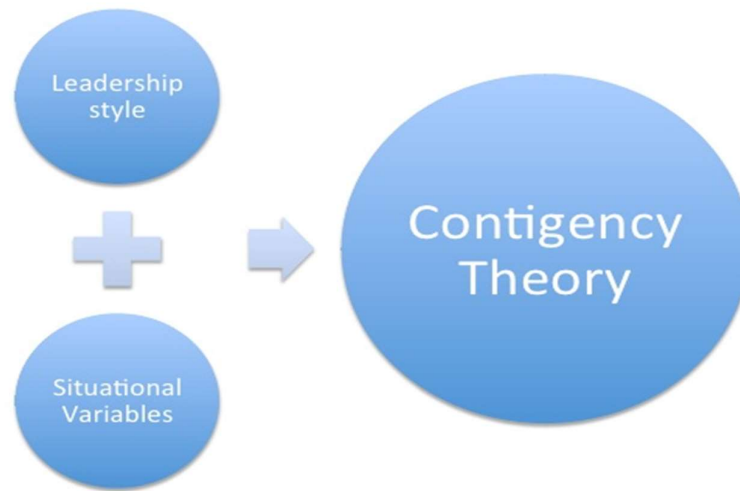


Fig 2.6 Contingency theory

(<https://wikispaces.psu.edu/display/P5PFLB/CONTINGENCY+Theory+Page>)

2.4.2.2 Weaknesses of contingency theory

Wadongo & Abdel-Kader, (2014) demonstrated that the contingency theory has methodological and theoretical flaws, such as too few variables, an inadequate model, and measurement error that causes inconsistent results. The author also suggests using the theory to comprehend how contextual variables relate to one another in extremely complicated and dynamic work environments, such as the current business environment in Zimbabwe. Betts, (2003), established that the assumptions that correlations between variables are linear and effects are symmetrical, which are flaws in contingency theory. In reality, certain interactions between technology, structure, environment, and effectiveness may be linear and others curvilinear. Drazin & Vande Ven, (2006) also it was emphasised that although having a positive reputation, contingency theory is nevertheless subject to criticism since it seems unable to address enduring theoretical and empirical issues.

2.4.2.3 Relevance of Contingency Theory to organisational performance

According to Hellriegel & Slocum, (1973) contingency theory misinterprets organisational effectiveness by defining it too broadly or too narrowly. Effectiveness is often understood to

refer to an organization's capacity for adaptability and survival. Organizations that accepted their surroundings thrive and perform well. The research is best suited for contingency theory because it is conducted in an unstable environment where most private healthcare organisations are competing for survival. Contingencies involve the situation's structure as well as the follower's intentions and expectations, (Avolio, 1995). According to this notion, each leadership style should be based on a particular set of circumstances because there is no one best method to lead. Simply put, transformative leaders are adaptable because no two people are the same, no two situations are the same, and no two reactions to situations are the same. Given the current dynamic corporate operating environment in Zimbabwe, contingency theory is applicable for this study on organisational performance in private healthcare.

2.5 Conceptual Framework

A conceptual framework outlines the strategy the researcher will use to approach an issue. A conceptual framework is a set of interconnected ideas that lays out important variables, constructions, or components and presumes a relationship between them in order to provide a thorough knowledge of an event. For this research, the **independent** variables are the four components of transformational leadership style which are (*inspirational motivation, Individualised consideration, intellectual stimulation, and Idealised influence*) and the **dependable variable** is *Organisational performance*. The relationship between independent variables, and the dependent variable is shown diagrammatically, Figure 2.7 depicts the research framework of the study

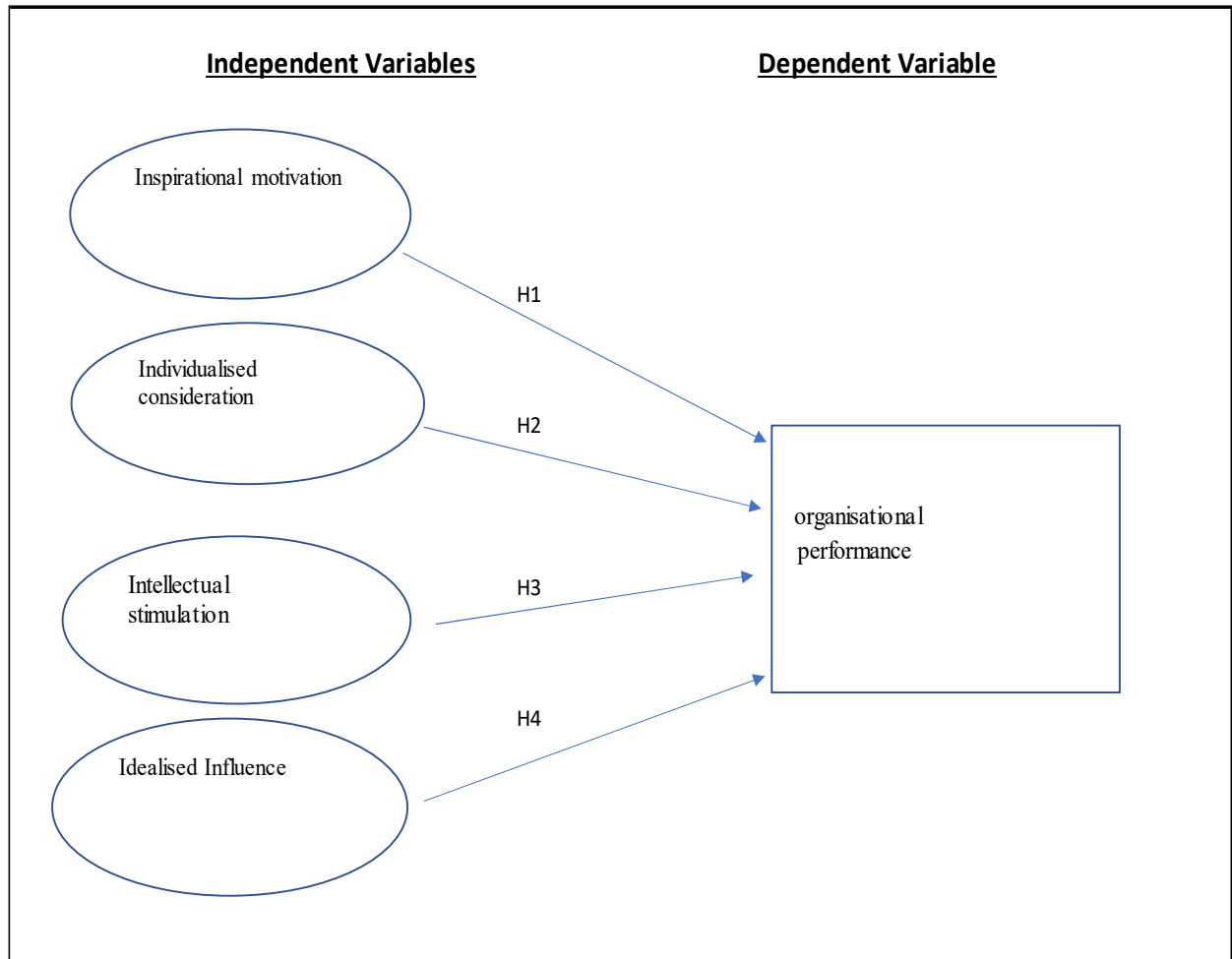


Fig 2.7 Conceptual framework Source by Researcher

Interpretation of the research framework

2.5.1 Inspirational Motivation and Organisational Performance

Inspirational motivation leader offers a compelling vision for the future and motivates everyone around them to push themselves to perform at a high level. Naile & Selesho, (2014) If employees of an organisation are not inspired to carry out their jobs, no organisation can advance or succeed, as demonstrated by the successful organisations that use positive techniques to encourage their employees to be able to compete in the market. Inspirational motivation focuses on motivating human resources in order to raise the bar for what is expected of them, (Grasabeh et al,2015). Consequently, it may be assumed that:

H1: Inspirational motivation is positively related to Organisational performance

2.5.2 Individualised Consideration and Organisational Performance

By serving as a coach or mentor, transformational leaders pay close attention to each person's needs for success. Colleagues and followers are gradually elevated to greater potential levels,(Hinkin & Tracey, 1999). Individualised consideration means that leaders aim to connect personal goals with organisational ones, value outstanding performance, and pay particular attention to the demands of the followers. Thus, it could be hypothesized that:

H2: Individualised consideration is positively related to Organisational performance.

2.5.3 Intellectual Stimulation and Organisational Performance

One's capacity for task completion, innovative problem-solving ideas, and the encouragement of subordinates to express new ideas are all increased by intellectual stimulation. This crucial aspect of leadership also promotes organisation improvement through creativity and knowledge creation to develop sustainable competitive advantage and innovation, (Samina et al.,2014). Intellectual Stimulation implies that effective leaders are those who challenge their subordinates to think creatively and innovatively and to work hard to improve the performance of their organisations, (Strukan et al., 2017). Thus, it could be hypothesized that:

H3: Intellectual stimulation is positively related to Organisational performance

2.5.4 Idealised Influence and Organisational Performance

Idealised influence leaders display perseverance and drive in reaching goals, uphold moral standards and ideals, care more about others than themselves, work to meet the needs of their followers, and share their triumphs with them. It can also be used to describe leaders who have official authority and clout, which enables followers to recognise them as role models, (Alsayed et al., 2020). Thus, it could be hypothesized that:

H4: Idealised influence is positively related to Organisational performance

The research findings that will be given in chapter 4 will determine whether these hypotheses are accepted or rejected.

2.6 Empirical Evidence

Previous studies are a collection of research studies that dealt with the issue the researcher examined, and these studies give the researcher a great deal of knowledge on the study's subject that aids in his understanding of the topic of his scientific research. There are several

justifications for authoring past studies, including the fact that doing so will help the researcher avoid mistakes that other researchers have made by giving them knowledge and a general understanding of the study's subject. Based on the assumption that improving employee performance usually enhances organisational success, a number of research on transformational leadership have looked at how this leadership style affects employee performance, (Mathende & Yousefi, 2021).

There was a study in United Kingdom healthcare by Piotrowski et al., (2011), it was determined that transformational leaders can actually be viewed as change agents, putting the healthcare workforce's needs ahead of their own by inspiring professionals to support a vision and giving them the freedom to drive change that will be more effective than other strategies. In the United States of America, Doody & Doody ,(2012) discovered that the transformational leadership style is preferred because leaders have the ability to produce succeeding generations of leaders with the expertise to develop effective solutions to some significant problems, but it was noted that the degree of effectiveness of transformational leadership depends to some extent on cultural values. The United States of America's healthcare system was the subject of this investigation. Mostafa et al., (2015) for businesses operating in globalised marketplaces, Austria established the viability of transformational leadership as a managerial-based, output-based, and market-based capability. The inspirational motivation aspect of transformational leadership helps create new goods and services to fulfil the market's changing needs. In the United Kingdom, Strukan et al., (2017) verified the idea that transformative leadership affects a company's financial performance in a statistically significant and favourable way.

Choi et al., (2016) demonstrated that charismatic leaders have the power to motivate and intellectually stimulate followers both individually and collectively. This Malaysian study, which concentrated on the healthcare industry, found that transformational leadership has a beneficial impact on medical assistants and nurses' job happiness. In another research done in Lebanon healthcare, Hussein & Wahidi, (2018) revealed a link between the two elements of transformational leadership and employees' job satisfaction, (inspirational motivation and individualised consideration whilst the other two components (idealised influence and intellectual stimulation have no discernible impact on workers' job happiness. In Pakistan, Haseeb et al., (2021) established that idealised influence and individualised consideration considerably improve employee performance in the service industry. Inspirational motivation and intellectual stimulation were determined to have no meaningful impact on employee performance. Additionally, it was shown that giving employees their own unique attention

helps to motivate them through rewarding, monitoring, and mentoring them. Another investigation into transformative leadership in the region was conducted by (Yasin et al., 2014). The development of innovations and improved Small and Medium Enterprises (SMEs) performance can both benefit from intellectual stimulation, it was discovered. The study came to the conclusion that leaders of SMEs can foster innovation in their organisations and improve the performance of SMEs by emphasising intellectual stimulation as a component of transformational leadership style. Erkutlu, (2008) Turkey conducted study on transformational leadership in the hotel sector, and it found that all of the elements of transformational leadership are present, (Idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration) are related positively to both leadership and organisational effectiveness, but individualised consideration has the highest impact. According to the study's findings, hospitality organisations need more transformative leaders.

In South Africa, it was revealed by Sethibe & Steyn, (2015) that transactional leadership style is preferable when the goal is to foster an innovation culture. On the other side, the study found that although transformational leadership style is significantly and favourably related to innovation, it is largely associated with organisational performance. Another study was also done in South Africa by, Ristow et al., (1999) in the field of sport (cricket), where it was discovered that idealised influence and individualised consideration, two independent factors, are positively correlated with organisational effectiveness and are used by leaders who practise transformational leadership. Ngaithe et al., (2016) also found the same thing as the aforementioned study in higher education, as it was determined that inspirational motivation and idealised influence impact considerably and favourably boost performance in State-owned Enterprises (Kenya). In Nigeria, Umar Ibrahim & Ogohi Daniel ,(2019) established that the proper influence of leadership, such as transformational leadership, must be followed for an organisation to thrive.

Studies on transformative leadership in manufacturing and education have also been conducted. Hadebe, (2013) found that school administrators may employ transformational leadership to give their institutions a competitive edge and a unique identity. Mathende & Yousefi, (2021) proved the value of a transformational leadership approach for organisations functioning in a VUCA environment, especially in the industrial sector. The study also concluded that the most influential factor was inspirational motivation, followed by idealised influence, intellectual stimulation, and individualised attention as the least influential factor. It was revealed that each dimension of transformational leadership has direct effect on work

performance, (Sibanda et al., (2014). An analysis of employee engagement in a Zimbabwean public sector organisation as a key to unlocking organisational success. Employee engagement is crucial in influencing employee and organisational performance, according to the research.

2.7 Research Gap

Müller-Bloch & Kranz, (2015) shown that a research gap occurs when the systematic reviewer's capacity for drawing conclusions is constrained. However, a research gap might also serve as a basis for further investigation. Research on transformational leadership was done in Zimbabwe by Hadebe, (2013) in Education on research in Government Secondary schools and (Mathende & Yousefi, 2021) in the manufacturing industry with reference to beverage companies listed on the Zimbabwe stock exchange. Closer home research on transformational leadership was done in South Africa in Sport by Ristow et al., (1999) where the study focused on how organisational efficiency in cricket in South Africa connects to transformational leadership. The researcher is encouraged to study transformational leadership in private healthcare and find out how it might enhance organisational performance after reading these three pieces of research. The researcher chose to work on transformational leadership because the exodus of healthcare professionals has impacted organisational performance in the healthcare industry. Another factor in the researcher's decision was the mobility of healthcare employees from Zimbabwe travelling abroad. To learn how the best healthcare facilities may operate better in the challenging business environment of Zimbabwe, a study will be conducted.

2.8 Chapter Summary

With an emphasis on its implications on organisational performance, the chapter reviewed the literature on transformational leadership's four components (inspirational motivation, individualised considerations, intellectual stimulation, and idealised influence). The researcher was inspired by this to conduct study on the impact of transformative leadership on organisational performance in the private healthcare sector. The procedure for gathering and analysing data will be described in detail in the following chapter.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter explains the methodology used to determine the effect of transformational leadership on organisational performance in the private healthcare sector. The primary areas of attention for the research technique are the research design, data collection tools, unit of analysis, targeted population, and sample size. The sampling process, sample size, data collecting, estimating methodologies, research design, data presentation, analysis and interpretation, and ethical considerations are all thoroughly explained in this chapter. This section examined the study's target population, sampling strategy, sample size, data collection tools utilised, issues pertaining to their validity and reliability, the method used to collect the data, and the statistical methods applied to analyse the data. The research's ethical considerations were also considered. This chapter also includes a review of the tools used to gather data and the empirical model used to analyse it.

3.2 Research Philosophy

A research philosophy is a set of beliefs and presumptions about how knowledge is developed, and it informs every part of your research effort, (Saunders, 2009). Positive psychology served as the foundation for the research investigation. According to the theory, reality is ambiguous, so in order for us to comprehend the universe, we must test or improve the laws and theories governing it so that we can determine if they are true or false. The researcher chose positivism because it allows for the application of prior beliefs on the efficacy of transformational leadership in changing organisational performance to make predictions about the nature of reality. Here, the researcher began with a theory (transformational leadership theory), developed hypotheses, gathered data that was then analysed to either support or contradict the theory, and conclusions were drawn based on the results, along with recommendations for further testing.

3.3 Research design

In other words, it is a strategy for the proposed research effort. Research design may be thought of as the framework for research; it is the "Glue" that holds all of the components of a research project together. Research design is the arrangement of conditions for the collection and analysis of data in a way that aims to combine relevance to the research purpose with economy and procedure. Research design is the plan, structure, strategy, and investigation conceived so

as to obtain ensured to search question and control variance, (Birhanie & Akhtar, 2016). In this study, a series of questionnaires was sent as part of a quantitative survey methodology. A quantitative approach is one where the investigatory primarily uses postpositive claims for knowledge development (for example, cause and effect thinking, reduction to specific variables and hypotheses and questions, use of measurement and observation, and the test of the ories), employs strategies of inquiry like experiments and surveys, and collects data on predetermined instruments that produce statistics data, (Creswell, 2003). In this case, the researcher tests a theory by outlining specific hypotheses and gathering information to either confirm or disprove the assumptions. The numerical representation and manipulation of observations with the purpose of describing and interpreting the phenomena those observations reflect is known as quantitative research, (Sukamolson, 2007). It is based on a deductive method that emphasises the validation of hypothesis and is influenced by positivist and empiricist theories. It is possible to apply quantitative approaches to determine which of these theories is accurate.

Table 3.1 Research Onion Model

1	PHILOSOPHY	Positivism
2	APPROACH	Deductive
3	STRATEGIES	Survey
4	CHOICES	Quantitative
5	TIME HORIZON	Cross-sectional
6	TECHNIQUE AND PROCEDURE	Questionnaire

The model's purpose is to illustrate the various factors and problems crucial to the selection of the data gathering techniques for this study. In Table 3.1, the first stage elaborates on the positivism research philosophy question, while the second stage reflects the research approach

topic that is deductive for this research. The survey that was chosen for this research is the third stage's consideration of the research strategy (survey research uses scientific sampling and questionnaire design to measure population characteristics with statistical precision), and the fourth stage's consideration of the time constraint and the researcher's choice of a cross-sectional dimension. The researcher's approaches for gathering both primary and secondary data are considered in the final phase. For literature, the researcher studied a variety of secondary sources, while questionnaires were used to gather primary data. A sample stratified sampling technique was discovered using probability sampling techniques

.3.4 Research Approach

There are two methods for conducting research: deductive method and inductive method. The researcher gathers data using the inductive method, then analyses the evidence to create a theory, (Saunders, et al., 2015). The research generates a theory, a hypothesis or set of hypotheses, and a research plan that will be utilised to evaluate the hypotheses using the deductive technique. This is sometimes referred to as a "top-down" strategy, (Burney & Saleem, 2008) .This approach is shown diagrammatically below

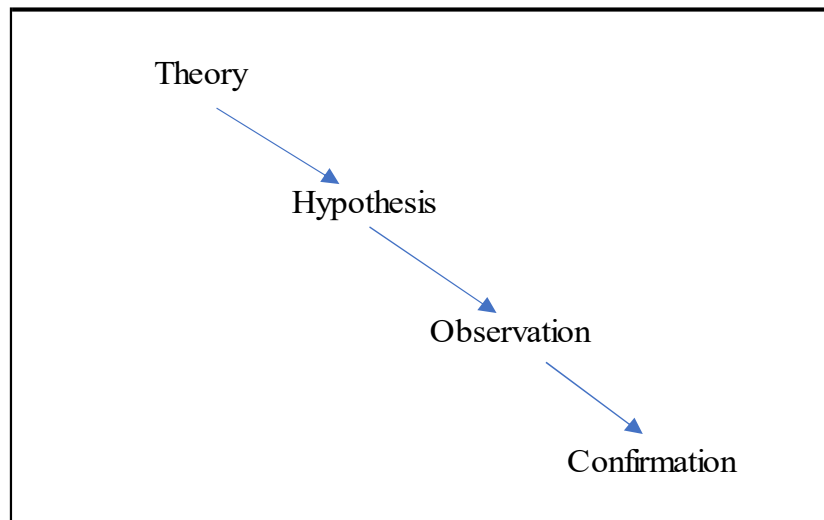


Fig 3.1 Deductive approach

Burney & Saleem, (2008)

The researcher employed a deductive method in which operational hypotheses expressing the relationships between the variables were established. The theories were put to the test in order

to support or refute the idea that transformational leadership affects organisational performance in the private healthcare sector.

3.5 Research Population

3.5.1 Target population

It is extremely difficult, if not impossible, to get the needed information from every member of a population during a census due to the size of the population, (Reierson Draugalis & Plaza, 2009). Thus, a target population is required. A research population is defined as a group of units of interest to the study, which may be a particular group, (Kothari, 2004). The researcher's target population in the study was two hundred people. The composition is shown in table 3.2 below

Table 3.2 Target Population

Category		Number	Percentage
Management	Chief Executive Officers	5	3
	Financial managers	5	3
	Matrons	5	3
	Human Resources Managers	5	3
Clinical Personnel	Doctors	20	10
	Pharmacist	5	3
	Radiographers	5	3
	Ward Nurses	20	10
	Theatre Nurses	20	10
	Casualty Nurses	20	10
	Physiotherapists	5	3
	Nurse Aids	10	5
	Theatre Runners	10	5
	Ambulance Technicians	5	3
Administrative Personnel	Accounts staff	15	8
	Billing staff	15	8
	Front Desk staff	15	8
	Drivers	5	3
Other	Kitchen Staff	5	3
	Cleaning	5	3
Total		200	100

3.6 Sampling

Sampling is a method (process or tool) used by researchers to systematically choose a smaller number of representative objects or people (a subset) from a pre-defined population to use as subjects (data sources) for observation or experimentation in accordance with the goals of their research, (Sharma, 2017). The researcher employed stratified sampling, a probability sampling

technique, to carry out this study. Any sampling plan where there is an equal chance of choosing each person is known as probability sampling (or at least known, so it can be readjusted mathematically). These also go by the name of random sampling. They take more effort, but they are a lot more precise, (Etikan, 2017).

3.6.1.1 Stratified sampling

Data is separated into several sub-groups (called strata) according to age, sex, race, income, education, and ethnicity. This procedure is known as stratified sampling. Each stratum has a random sample picked from it, (Acharya et al., 2013)

Merits of Stratified sampling

- Reducing the possibility of human bias in the selection of instances to be included in the sample is the goal of the stratified random sample. So long as there aren't many missing data points, the stratified random sample gives us a sample that is quite representative of the population under investigation.
- Because the units chosen for the sample are picked using probabilistic methods, stratified random sampling enables us to extrapolate conclusions about the population from the sample (for example, using statistics). Such generalisations are more likely to be seen as having external validity, which is a significant advantage.
- It guarantees that all necessary population groups are represented. It is possible to estimate and compare the traits of each stratum.
- Additionally, systematic sampling's variability is decreased.

Demerits of Stratified Sampling

- When the population cannot be completely divided into distinct subgroups, stratified sampling is useless. Making subgroup sample sizes proportionate to the quantity of data available from the subgroups rather than scaling sample sizes to subgroup sizes would be a poor application of the technique.
- It calls for precise data on the relative sizes of each stratum, and creating stratified lists is expensive.

3.6.2 Sample Size Determination

Sample size

The method of determining the number of observations to include in a sample is known as sample size determination. Any study or investigation in which the goal is to draw conclusions about the population from a sample must take the sample size into consideration. The sample size for a study is typically chosen based on the expense of data collection and the availability of sufficient statistical power, (Singh et al., 2017). Yamane (1967) provides a simplified formula to calculate sample sizes with a 95% confidence level and 5% error level (desired level of precision). Therefore, the sample size will be calculated as:

$$n = \frac{N}{[1 + N(e)^2]}$$

n = the required sample size

N = population size

e = desired level of precision

$$n = \frac{200}{[1 + 200(0.05)^2]}$$

$$N = 133$$

Which can be represented in the table 3.3 below

Table 3.3 Sample

Category		Number	Percentage
Management	Chief Executive Officers	3	3
	Financial managers	3	3
	Matrons	3	3
	Human Resources Managers	3	3
Clinical Personnel	Doctors	13	10
	Pharmacist	3	3
	Radiographers	3	3
	Ward Nurses	13	10
	Theatre Nurses	13	10
	Casualty Nurses	13	10
	Physiotherapists	3	3
	Nurse Aids	7	5
	Theatre Runners	7	5
	Ambulance Technicians	3	3
	Administrative Personnel	Accounts staff	10
Billing staff		10	8
Front Desk staff		10	8
Drivers		3	3
Other	Kitchen Staff	3	3
	Cleaning	3	3

133

100

3.7 Research Instrument

These are instruments for acquiring information for the study. The study made use of primary data collected through questionnaires given to respondents. Surveys are frequently used to gather crucial data about a population. The questionnaires were tested quantitatively in order to produce credible results. A structured questionnaire is used because it guarantees uniformity in the respondents' questions and responses, as well as being simpler to administer, analyse, and save time and money. The survey will be broken into six categories, including A (Demographic information), B (Inspirational motivation), C (Individualised Consideration), D (Intellectual Stimulation), E (Idealised Influence), and F (Organizational Performance)

3.7.1 Questionnaire

Sir Francis Galton, a British anthropologist, explorer, and statistician, created the questionnaire in the latter part of the 1800s. A questionnaire is just a series of questions that are mimeographed or printed and are filled out by or for a respondent to express his or her view, (Roopa & Rani, 2012). Although the questionnaire in this study is largely a quantitative tool, it also contains open-ended questions that add a qualitative component. The researcher will deliver the questionnaire in person. The usage of the questionnaires made it possible to gather a lot of data quickly. A questionnaire is a set of predetermined questions used to collect information. A questionnaire is a type of research tool used to collect data from respondents by asking them a series of questions. One way to think of questionnaires is as a type of written interview. Likert scale will be used by the researcher.

Advantages of using questionnaires

- They can produce very trustworthy human ability estimations.
- Data can be acquired reasonably rapidly from large numbers of respondents.
- The validity of interpretations drawn from the data they provide can be validated through a variety of techniques.
- Since they are objective, only the precise questions posed by the researcher were answered by the many respondents, allowing for profitable comparison, contrast, and combination with qualitative data-gathering approaches including open-ended questions, participant observation, and interviews.

Disadvantages of using questionnaires

- Some of the questions may not elicit a response from respondents because they are unclear to them, and the findings may be challenging to understand.

3.7.2 Measurement Scales

Scaling is the process of allocating numbers to different levels of attitude, opinion, and other ideas, (Kothari, 2014). A 5-point Likert scale was used to measure each scale in the questionnaire. A Likert scale is a psychometric tool that allows respondents to select from a variety of categories to express their ideas, attitudes, or feelings regarding a certain topic, (Nemoto & Beglar, 2014). Using a modified version of the Multifactor Leadership Questionnaire (MLQ), transformational leadership was assessed. The Multifactor Leadership

Questionnaire (MLQ) has been created and verified over the past 20 years, (Avolio & Bass, 2004). Today, it is the go-to tool for evaluating a variety of transformational, transactional, and non-leadership scales, (Rowold,2005). Each of the MLQ5X items has a five-point response scale, with values ranging from 1 (strongly disagree) to 5 (strongly agree). Organisational performance was measured using a 6-item scale developed by Williams and Anderson (1991)

3.8 Data collection procedure

A research authorisation was received by the Bindura University Graduate School prior to the start of data collecting, and the researcher then went on to distribute questionnaires. Due to the ongoing Corona Virus Pandemic, the researcher got the respondents' phone numbers and email addresses in order to email them questionnaires. One week was allowed to the respondents to return the surveys for evaluation.

3.9 Data Analysis

Data visualisation is a useful tool for both analysing and communicating evaluation results. Data is represented visually in this procedure in order to spot trends and patterns that would otherwise be obscure or challenging to spot, (Peersman, 2014). Data analysis is crucial to any research effort since the gathered data must go through numerous steps and meet standard requirements before any measurement and structural model can be produced. Utilizing the proper data analysis methods will guarantee the desired research outcome, (Bin Atan & Mahmood, 2019) . Data were generated from the semi-structured questionnaires in both quantitative and qualitative forms. The questionnaires were entered into the Statistical Package for Social Sciences, coded, and revised for consistency and completeness (SPSS version 22.0). Both descriptive statistics and inferential analysis were used in the analysis. The descriptive analysis technique provides straightforward quantitative summaries of the sample data, including mean, standard deviation, frequencies, and percentages.

Peersman, (2014) aspects of data quality that are frequently mentioned include the following:

- *Validity*: Data are measured using the objects they are meant to measure.
- *Reliability*: Repeated measurements yield identical results because data is routinely measured and gathered using accepted criteria and techniques.
- *Completeness*: Each and every data point is included (as per the definitions and methodologies specified).
- *Precision*: Data contain enough specificity.

- *Integrity*: Information is shielded from purposeful prejudice and manipulation for political or individualised objectives.
- *Timeliness*: Data is current, and information is timely made available.

3.10 Ethical considerations

Access to the proper source or sources was necessary for the researchers to be able to gather research data. The researcher requested authorisation from the relevant private healthcare facilities in order to conduct this research. The fundamental rights of human dignity, autonomy, protection, and safety are among the guiding principles of research ethics. The target groups that make up the full sample used in the research will be asked for their informed consent. Those participants were given the freedom to decide after fully understanding the nature of the research and what was required of them. The researcher made sure that the people involved would receive information about the study in a meaningful way and that, when possible and appropriate, the researchers' chosen respondents would provide both verbal and written consent. The researcher informed participants that they were free to decline and should not in any way feel either pressured or obligated to complete questionnaires or to participate in any other way, ensuring that the rights of the participants are respected. This means that no form of threat or coercion was used.

Participants have the option to leave the research at any time without having to give a reason, and their previously provided data will be withdrawn. They will also receive a guarantee that the research will not be used against them and will only be used for academic purposes.

- *Authority* – After being given permission by the organisational leaders to conduct a sample, the researcher looks for access to information, books, people, and interviews.
- *Confidentiality* – Every part of this study was handled with sufficient confidentiality and the required protections against accidental disclosure. There were no personal information fields on the questionnaires that might be used to identify the respondents.
- *Privacy* – By making sure that no respondents may be recognised from their questionnaire responses, the privacy of respondents has been respected. For the purpose of protecting the respondents' identities, the study used codes and pseudonyms.
- *Anonymity* - All respondents were coded in order to maintain their anonymity; thus, they were not needed to provide their real identities when filling out the questionnaires.

- *Informed Consent*- The purpose and methods of the study are made clear to the participants by the researcher. Therefore, it was essential to inform the participants of the study's goal so that they would voluntarily participate in the experiment.
- *Voluntary Participation* - The researcher made sure that the principle of voluntary participation, which forbids coercing any respondent into taking part in the study, was followed.

3.11 Summary

This chapter included the research methodology used to gather data, research designs, population and selection of the sample size, data collection techniques, interviews, research general principles, data analysis, and summary. A summary of the methodology used for the study was presented in this chapter. Quantitative methods were employed to determine whether of these hypotheses are true in the quantitative study, which was established from a deductive methodology with an emphasis on hypothesis testing and informed by empiricist and positivist ideologies. Questionnaires were the research instrument employed. The following chapter is devoted to the presentation, analysis, and interpretation of data.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter summaries, interprets, and evaluates the findings in the data gathered for the research. Chapter three previously described the technique chosen for this investigation. To do this, tables, bar charts, and pie charts were used as data presentation methods. This is accomplished in a thorough manner that includes the response rate, dependability analysis, and extensive analysis. Reliability tests, correlation tests, and regression tests were carried out statistically using SPSS. Its goal is to evaluate how transformational leadership affects organisational performance in the commercial healthcare industry.

Descriptive statistics

4.2 Response rate

The percentage of the whole sample size that responded to the research questions is known as the response rate. A high response rate is typically anticipated. A high response rate is also used as a gauge to determine whether the study's findings are generally reflective of the population. The response rate was calculated using the formula below.

$$\text{Response rate} = \frac{\text{Absolute frequency} \times 100\%}{\text{Targeted responses}}$$

Analysing the percentage of surveys that were completed as a percentage of all the questionnaires that were administered, Table 4.1 below summaries the research's findings.

Table 4.1 Response Rate

Category		Questionnaires administered	Questionnaires completed	Response rate
Management	Chief Executive Officers	3	3	100.00%
	Financial managers	3	3	100.00%
	Matrons	5	4	80.00%
	Human Resources Managers	5	4	80.00%
Clinical Personnel	Doctors	15	14	93.33%
	Pharmacist	6	5	83.33%
	Radiographers	5	4	80.00%
	Ward Nurses	15	13	86.67%
	Theatre Nurses	15	14	93.33%
	Casualty Nurses	15	13	86.67%
	Physiotherapists	5	4	80.00%
	Nurse Aids	10	7	70.00%
	Theatre Runners	7	7	100.00%
	Ambulance Technicians	5	4	80.00%
	Administrative Personnel	Accounts staff	12	10
Billing staff		10	9	90.00%
Front Desk staff		11	10	90.91%
Drivers		5	4	80.00%
Other	Kitchen Staff	5	5	100.00%
	Cleaning	3	3	100.00%
Total		160	140	87.50%

The findings of the study indicate that 3 questionnaires were earmarked for data collection from the chief executive officers of different health facilities for the purposes of confidentiality they will remain anonymous. As such the questionnaires were returned fully completed. This was a 100% response rate for this category alone. The same results were obtained from financial managers.4 questionnaires were sent to matrons and to human resource managers and it resulted in an 80.00%response rate.

Questionnaires were also sent to clinical personnel; 15 questionnaires were sent to doctors and 14 were returned which was 93.33%. The same result was also obtained from 15 questionnaires that were sent to theatre nurses; 14 questionnaires were returned. Theatre runners yield 100.00% response rate all 7 questionnaires were all returned. Out of 6 questionnaires sent to the pharmacists, 5 were returned resulting in a response rate of 83.33%. Ward nurses and casualty nurses yield the same response rate of 86.67%. 5 questionnaires were sent to radiographers and 4 were returned which resulted in an 80.00% response rate. This was the same response rate for physiotherapists and ambulance technicians. Nurse aids had the lowest response rate in this clinical category as the response rate was 70.00%, 10 questionnaires were sent to nurse aids and 7 were returned.

Under the non-clinical category or administrative personnel front desk officers had the highest response rate, out of the 11 questionnaires 10 were returned and yield a response rate of 90.91%. Billing staff had a 90% response rate as out of 10 questionnaires 9 were returned. 12 questionnaires were sent to accounts staff and 10 were returned which resulted in a response rate of 83.33%. An 80.00% response rate was obtained from questionnaires that were sent to the drivers.

The last category for other personnel in the medical industry. All questionnaires which were sent both to kitchen staff and cleaning staff were all returned to obtain a 100.00% response rate. Overall, the response rate was 87.50%. A high response rate is typically anticipated. A high response rate is also used as a gauge to determine whether the study's findings are generally reflective of the population. For the results to be considered accurate and relevant, a good response rate should be at least 65 percent, (Richardson, 2005). According to Welman and Kruger, (2001), a study of a group of respondents that is fewer than 50% of the desired respondents is a sign that the population is not accurately portrayed. Questionnaires for the collection of the data for this research were administered to 160 individuals and of these, 140 managed to respond hence the response rate for this study is 87.50%. As a result, the study's response rate was quite high, and as a result, the findings are trustworthy. Considering the authors' hypotheses, the researcher decided that the overall response rate of 87.50 percent was significant enough to reflect the intended sample. As a result, the researcher proceeded to present and analyse the research's findings.

4.3 Demographic presentations

The research subjects were analysed demographically in terms of their gender, managerial level within their individual organisations, educational attainment, and job experience.

4.3.1 Gender

The gender breakdown of responders is shown in the following chart Figure 4.1 below

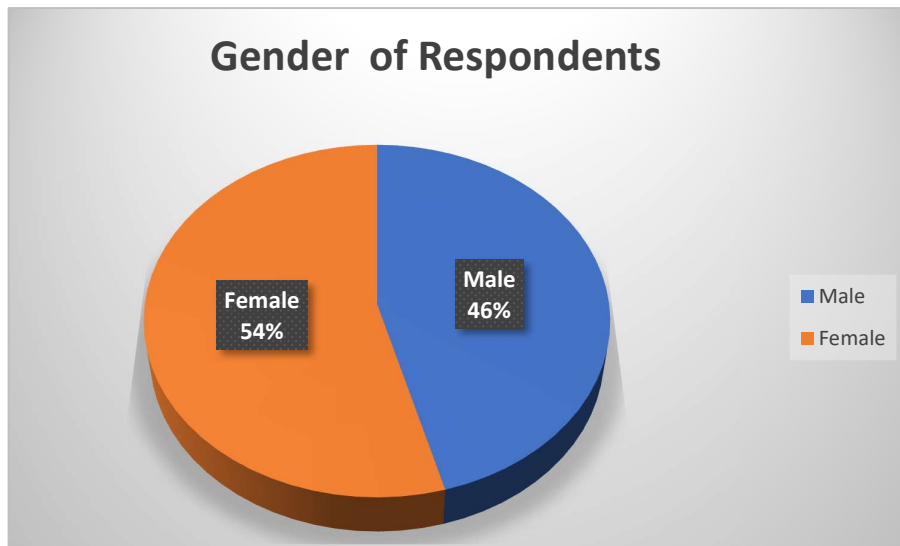


Fig 4.1 Gender of Respondents

According to figure 4.1, female respondents made up 54 percent of all respondents, making them the most common. The remaining 46% of respondents were male, making up all respondents. Gender distribution led the researcher to conclude that the general conclusions produced for the purpose of fulfilling the research objectives while also attempting to address the research problem fairly represented the perspectives of both male and female respondents. Women are more prevalent than men in the medical field, notably among nurses and nurse assistants.

4.3.2 Age of Respondents

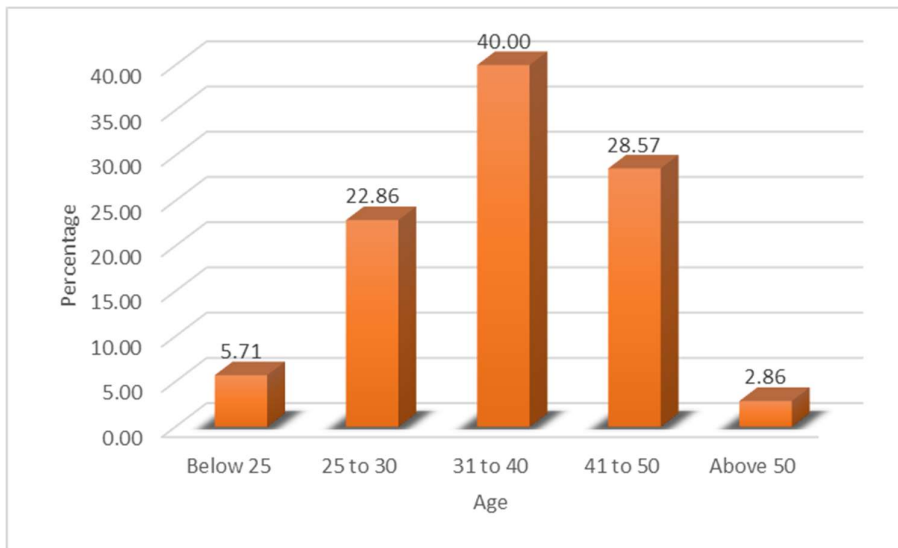


Fig 4.2 Age of respondents

The highest number of respondents were aged between 31 to 40 years and made up 40% of the respondents, followed by 41 to 50 years which was 28.57% and 28.86% were between 25 to 30 years. The lowest was 2.86% who were above 50 years. Overall, 94% of respondents were above 25 years.

4.3.3 Level of education

The researcher saw the respondents' capacity to comprehend the research questions before providing an autonomous response as being strongly influenced by their educational

background.

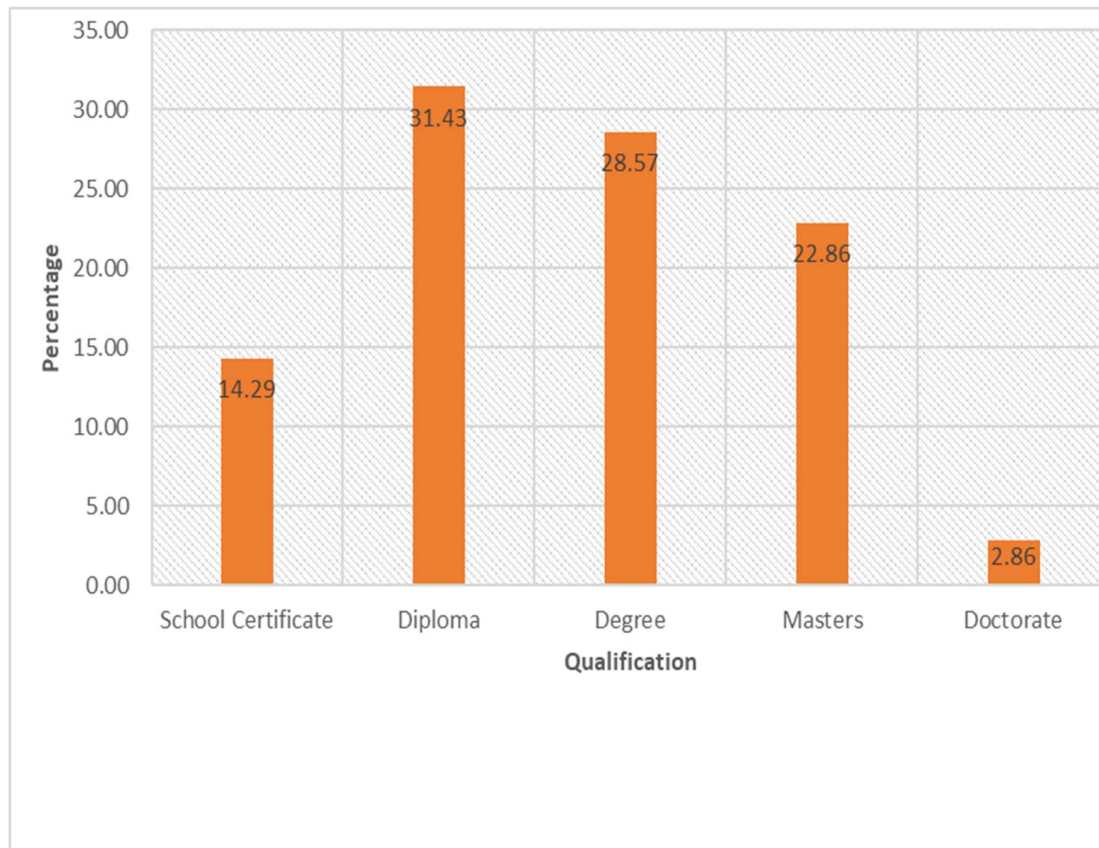


Fig 4.3 Qualifications of Respondents

The findings of the research indicate that diploma was the most frequented level of education with a score of 31.43% of the total respondents. This dominating distribution for diploma was influenced by the fact that most nurses hold nursing diplomas. The degree level was the second most frequented level of education with contribution of 28.57% of the total respondents as most administrative staff are degree holders. The PHD was the highest level of education with the least score of 2.86% of the total respondents while those who had Masters level as their highest level of education were 22.86% of the total respondents. Those who had Masters are mainly in managerial positions. Based on these findings, the researcher concluded that the level of education for the respondents was enough for them to understand the research questionnaires and be able participate in the study effectively.

4.3.4 Experience at work

The work experience of the respondents is examined in this section of the demographics according to their capacities. The researcher made the supposition that officials who had

worked in the private health sector for a longer period would be more qualified to provide the type of information the study wanted. As most personnel in the private health sector simply move from one private facility to another, it was expected that they were familiar with the culture inside the health sector. Figure 4.4 aids in the analysis of the study's findings.

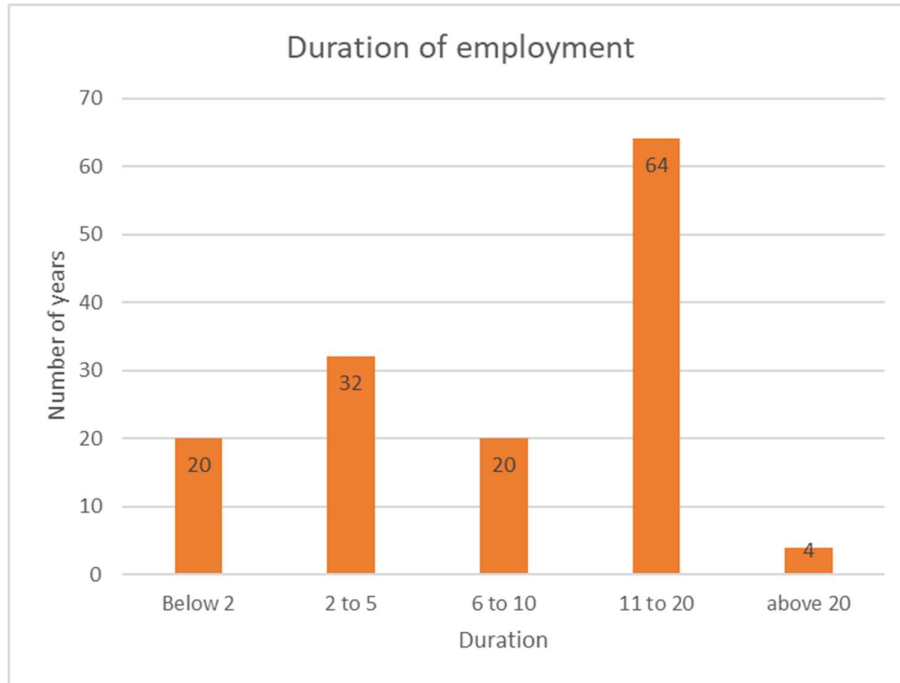


Fig 4.4 Duration of employment of respondents

The findings of the research indicate that 64.00 % of the total respondents had work experience of 11 years and above. This was an overwhelming score which indicated that the majority of the research respondents were experienced in the private health sector and in their capacities. The other 32.00% had a work experience range of between 2-5 years and 20% was both for below 2 years and 6 to 10 years. There is an overall understanding that approximately 80% of all the research respondents had at least 2 years of experience within the private healthcare sector. The researcher had the assumption that the data gathered from them would be more meaningful in terms of achieving research objectives.

4.3.5 Level of management

The managerial level of the respondents in the individual health facilities where they work is described in this section. It will be depicted schematically in Fig. 4.5.

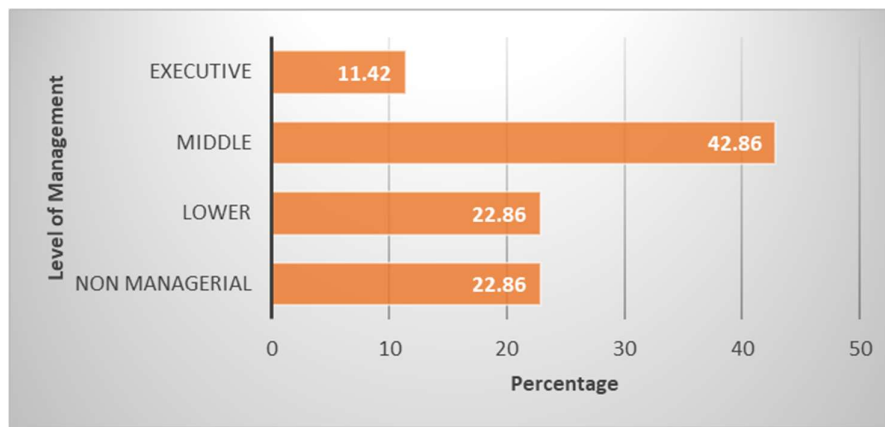


Fig 4.5 Level of management

Based on the findings of the research, as depicted in Fig 4.5 above middle level management most dominated the respondents with 42.86%, followed by lower and non-managerial levels with both having 22.86% of the total of respondents. Lastly is the executive level with 11.42% of the total respondents. The researcher concluded that this was a normal distribution of the required sample in order to analyse data.

4.4 Transformational Leadership

This section analyses the results from the four dimensions of transformational leadership namely inspirational motivation, individualised consideration, intellectual stimulation, and Idealised influence. Each variable had results separately presented and separately analysed.

4.4 1 Inspirational Motivation

The first part of transformational leadership that was in the questionnaire was inspirational motivation. This section describes the respondents' managerial positions within the various healthcare facilities where they work. In Fig. 4.5, it will be shown schematically.

Table 4.2 Inspirational motivation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1	My boss has a positive and doable outlook on the future.	0.00%	0.00%	23.50%	50.00%	26.50%
4.2	My leader creates purpose and sets expectations.	7.80%	1.00%	35.30%	47.10%	8.80%
4.3	A sense of priorities and purpose is created by my boss.	3.00%	8.80%	8.80%	64.70%	14.70%
4.4	My leader uses clear language to simplify complex topics to their essential components.	2.95%	2.95%	11.80%	64.70%	17.60%
4.5	My leader uses brief, straightforward language to describe what we could do and why we should.	0.00%	14.70%	17.70%	52.90%	14.70%
4.6	When others accomplish their goals, my leader acknowledges them and awards them.	3.00%	11.80%	29.40%	38.20%	17.60%
4.7	My leader helps subordinates discover purpose in their job.	7.90%	1.00%	17.60%	58.80%	14.70%

The results from table 4.2 above indicate that out of a total of 140 respondents, (Question 4.1), a total of 50.00% agreed that their leaders have a positive and doable outlook on the future. and this is represented by 26.50% strongly agreed, 23.50% were neutral. A total of 47.10% of respondents (Question 4.2) agreed that their leaders create purpose and sets expectations and this is represented by 35.00% were neutral, 8.80% strongly agreed and 7.8% strongly disagreed lastly 1.00% disagree. According to 64.70% of the respondents (Question 4.3) believes their leaders priorities and purpose is created by my boss., this is represented by 14.70% who strongly agreed, 8.80% were neutral, 8.80% disagreed and 3.00% strongly disagreed. (Question 4.4), 64.70% agreed that their leaders use clear language to simplify complex topics to their essential components, 17.60% agreed, 11.80% were neutral and 2.95% both disagreed and strongly disagreed. 52.90% of the respondents of (Question 4.5) agreed that their leaders use brief, straightforward language to describe what we could do and why we should., 14.70% agreed, 17.70 were neutral and 11.80% disagreed. According to 38.20% of respondents (Question 4.6) agreed that when others accomplish their goals, their leaders acknowledge them

and awards them., 17.60% agreed, 29.40% were neutral, 11.80% disagreed and 3.00% strongly disagreed. The last (Question 4.6) 58.80% agree that their leaders help subordinates discover purpose in their job,17.60% were neutral,14.70% agreed,7.90% strongly disagreed and 1.00% disagreed.

4.4.2 Individualised Consideration

This section shows how the leader behaves with his/her subordinates according to their own characteristics and capabilities and also how the leader pays personal attention to individuals. Table 4.3 below presents the findings of the study in respect of the findings generated through the research questionnaire.

Table 4.3 Individualised Consideration

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.8	My leader divides up the work according to each person's skills and needs.	3.00%	8.80%	14.70%	58.80%	14.70%
4.9	My leader listens intently.	2.90%	0.00%	20.60%	47.10%	29.40%
4.10	My leader encourages personal growth.	2.95%	2.95%	14.70%	58.80%	20.60%
4.11	My leader promotes a two-way exchange of ideas.	5.80%	3.00%	11.80%	70.60%	8.80%
4.12	My leader encourages personal growth in his/her followers	2.95%	2.95%	23.50%	55.90%	14.70%
4.13	My leader informed followers of how I felt about their performance.	3.10%	9.10%	24.20%	54.50%	9.10%
4.14	My leader shows individualised care to followers who appear to be rejected	0.00%	2.90%	23.50%	50.00%	20.60%

The results from table 4.3 above indicate that out of a total of 140 respondents, (Question 4.8), a total of 58.80% agreed that their leader divides up the work according to each person's skills and needs.14.70% strongly agreed, 14.70% were also neutral, 8.80% disagreed and 3.00% strongly disagreed A total of 47.10% of respondents (Question 4.9) agreed that their leader

listens intently, 29.40% strongly agreed, 20.60% were neutral and 2.90% strongly disagreed. According to 58.80% of the respondents (Question 4.10) agreed that their leader encourages personal growth, 20.60% strongly agreed, 14.70% were neutral, 2.95% strongly disagreed, and also disagreed. 70.60% of respondents (Question 4.11) agreed that their leaders promote a two-way exchange of ideas, 8.80% strongly agreed, 11.80% were neutral, 5.80% strongly disagreed and 3.000% disagreed. (Question 4.12) 55.90% agreed that their leaders encourage personal growth in his/her followers, 14.70% strongly agreed, 23.50% were neutral and 2.95% strongly disagreed and also disagreed. A total of 54.50% (Question 4.13) agreed that their leaders inform followers of how I felt about their performance, 24.20% were neutral, 9.10% strongly agreed and also disagreed, and lastly 3.10% strongly disagreed. According to 50.00% (Question 4.14) agreed that their leaders show individualised care to followers who appear to be rejected, 20.60% strongly agreed, 23.50% were neutral and 2.90% disagreed.

4.4.3 Intellectual Stimulation

Intellectual stimulation is where leaders encourage their subordinates to try to create motivation and creativity by modifying the approaches and opportunities of their own subordinates. The main purpose of the leader is to offer a free flow of ideas and imaginations so that their followers and subordinates try to reach new techniques and approaches. Table 4.7 below presents the findings of the study in respect of the findings generated through the research questionnaire

Table 4.4 Intellectual Stimulation

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.15	My leader encourages us to question presumptions.	0.00%	6.00%	18.20%	66.70%	9.10%
4.16	My leader is open to suggesting or considering suggestions that appear amusing.	11.80%	29.40%	32.40%	20.60%	5.80%
4.17	My leader creates an openness to shifting perspectives.	3.00%	6.10%	18.20%	72.70%	0.00%
4.18	My leader recognises a pattern that is challenging to comprehend.	0.00%	5.90%	23.50%	67.60%	3.00%
4.19	My leader exhorts us to challenge assumptions.	0.00%	0.00%	18.20%	54.50%	27.30%
4.20	My leader is willing to give or take into consideration suggestions that seem humorous.	0.00%	9.10%	27.30%	51.50%	12.10%
4.21	My leader fosters receptivity to differing viewpoints.	5.80%	3.00%	29.40%	50.00%	11.80%

The results from table 4.4 above indicate that out of a total of 140 respondents, (Question 4.15), a total of 66.70% agreed that their leaders encourage them to question presumptions, 18.20% were neutral, 9.10% strongly agreed and 6.00% disagreed. A total of 32.40% of respondents (Question 4.16) were neutral on the fact that their leaders open to suggesting or considering suggestions that appear amusing, 20.60% agreed, 5.80% strongly agreed, 29.40% disagreed and 11.80% strongly disagreed. According to 72.70% of respondents (Question 4.17) agreed that their leaders create an openness to shifting perspectives, 18.20% were neutral, 6.10% disagreed and 3.00% strongly disagreed. A total of 67.60% of respondents (Question 4.18) agreed that their leaders recognise a pattern that is challenging to comprehend, 23.50% were neutral, 5.90% disagreed and 3.00% strongly disagreed. 54.50% of respondents (Question 4.19) agreed that their leaders exhorted us to challenge assumptions. 27.30% strongly agreed and 18.20% were neutral. According to 51.50% of

respondents (Question 4.20) agreed that their leaders are willing to give or take into consideration suggestions that seem humorous, 27.30% were neutral, 12.10% strongly agreed and 9.10% disagreed. (Question 4.21) ,50.00% agreed that their leaders foster receptivity to differing viewpoints, 29.40% were neutral, 11.80% strongly agreed,5.80% strongly disagreed and 3.00% disagreed.

4.4.4 Idealised Influence

This section shows how leaders become models for their followers through their behavior. They admire, respect, and trust their followers. They pay more attention to the needs of their followers than their own needs and avoid using the power for personal interests. Table 4.5 below presents the findings of the study in respect of the findings generated through the research questionnaire

Table 4.5 Idealised Influence

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.22	My leader has shown extraordinary proficiency.	5.90%	17.60%	17.60%	47.10%	11.80%
4.23	My commander is proud of our accomplishment.	0.00%	6.10%	12.10%	48.50%	33.30%
4.24	My leader confronts problems head-on.	0.00%	6.20%	25.00%	46.90%	21.90%
4.25	My leader makes good use of their abilities.	0.00%	0.00%	29.40%	52.90%	17.70%
4.26	Those who follow me feel comfortable being around me.	0.00%	3.00%	29.40%	50.00%	17.60%
4.27	Other people have great faith in me.	0.00%	0.00%	29.50%	52.90%	17.60%
4.28	Others are content to work with me.	0.00%	0.00%	29.40%	44.10%	26.50%

The results from table 4.5 above indicate that out of a total of 140 respondents, (Question 4.22), a total of 47.10% agreed that their leaders have shown extraordinary proficiency.,17.60% were both neutral and disagreed and 11.80% strongly agreed. According to 48.50% of respondents (Question 4.23) agreed that their leaders were proud of their accomplishments, 33.30% strongly

agreed, 12.10% were neutral and 6.10% disagreed. A total of 46.90% (Question 4.24) agreed that their leaders confront problems head-on, 25.00% were neutral, 21.90% strongly agreed and 6.20% disagreed. (Question 4.25), 52.90% agreed that their leaders make good use of their abilities, 29.40% were neutral and 17.70% strongly agreed. A total of 50.00% respondents (Question 4.26) agreed that those who follow them feel comfortable being around me, 29.40% were neutral, 17.60% strongly disagreed and 3.00% disagreed. According to 52.90% respondents (Question 4.27) agreed that other people have great faith in me, 29.50% were neutral and 17.60% strongly agreed. A total of 44.10% respondents (Question 4.28) agreed that other people have great faith in me, 29.40% were neutral and 26.50% strongly agreed.

4.4.5 Organisational performance

This was the last section of the questionnaire which involves analysing an organisation's performance against its objectives and goals as the dependent variable. Organisational performance comprises real results or outputs compared with intended outputs. Table 4.3 below presents the findings of the study in respect of the findings generated through the research questionnaire.

Table 4.6 Organisational Performance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.29	Our department completes its tasks on time and according to plan.	5.90%	5.90%	20.60%	44.10%	23.50%
4.30	Regarding costs and expenses, our division stays within the budget's parameters.	0.00%	9.00%	18.20%	57.60%	15.20%
4.31	Our department completes its tasks faster than anticipated.	6.00%	9.10%	27.30%	48.50%	9.10%
4.32	Our department spends less than what is planned in the budget to achieve its specific goals.	0.00%	0.00%	39.40%	48.50%	12.10%
4.33	Our department needs fewer employees than it needs to accomplish its unique goals.	3.00%	8.80%	29.40%	50.00%	8.80%
4.34	Policies and procedures at our company generally help to keep employees.	5.85%	5.85%	38.20%	47.10%	3.00%

The results from table 4.6 above indicate that out of a total of 140 respondents, (Question 4.29), a total of 44.10% agreed that their department completes its tasks on time and according to plan 23.50% strongly agreed ,20.60% were neutral and 5.90% both disagreed and strongly disagreed. According to 57.60% respondents (Question 4.30) agreed that regarding costs and expenses, our division stays within the budget's parameters, 18.20% were neutral,15.20% strongly agreed and 9.00% disagree.48.50% of respondents (Question 4.31) agreed that their department completes its tasks faster than anticipated ,27.30% were neutral, 9.10% both disagreed and strongly agreed and 6.00% strongly disagreed. A total of 48.50% (Question 4.32) agreed that their department spends less than what is planned in the budget to achieve its specific goals ,39.40% were neutral and 12.10% strongly agreed. 50.00% of respondents (Question 4.33) agreed that their department needs fewer employees than it needs to accomplish its unique goals,29.40% were neutral,8.80% both disagreed and strongly agreed and 3.00% strongly disagreed. Lastly 47.10% of respondents (Question 4.34) agreed that policies and procedures at their company generally help to keep employees,38.20% were neutral, 5.85% both disagreed and strongly disagreed and 3.00% strongly agreed.

4.6 INFERENCE STATISTICS

To assess the consistency, correlation, and validity of the hypothesis between the independent variables and the dependent variable, SPSS was utilised.

4.6.1 Reliability tests

SPSS was used to evaluate the accuracy, reliability, and validity of the hypothesis between the independent factors and the dependent variable. According to Tavakol et al. (2011), Cronbach's Alpha coefficient gauges a scale or test's internal consistency. The tests must yield a minimum score of 0.7. The coefficient used in this study gauges the consistency between organisational performance and the aspects of transformational leadership. The results are presented in Table 4.7 below.

Table 4.7 Reliability test results

Scale	Alpha
Inspirational Motivation	.893
Individualised Consideration	.768
Intellectual Stimulation	.883
Idealised Influence	.916
Organisational Performance	.870

All the variables taken into consideration for this study had Cronbach's coefficients that were higher than the minimum allowable value of 0.7, as can be seen from the findings above. These results support the notion that the measures' internal consistency and stability are quite good.

4.6.2 Correlation tests

Correlation analyses were used to describe the intensity and direction of the linear relationship between the dependent variable, organisational performance, and the independent variables, inspiring motivation, individualised consideration, intellectual stimulation, and idealised influence. It was established to use Spearman correlation coefficients. The correlation outcomes from the tests are shown in Table 4.8.

Table 4.8 Tests of Correlations

Correlations

			Inspirational motivation	Individualised consideration	Intellectua l stimulatio n	Idealise d influen ce	Organisation al performance
Spearman's rho	Inspirational motivation	Correlation Coefficient	1.000				
	Individualised consideration	Correlation Coefficient	.714**	1.000			
	Intellectual stimulation	Correlation Coefficient	.748**	.593	1.000		
	Idealised Influence	Correlation Coefficient	.764**	.685	.697**	1.000	
	Organisational performance	Correlation Coefficient	.735**	.512	.890**	.710**	1.000

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

The correlation coefficient for each variable was positive and greater than .5, as shown in the table above, and as a result, it was determined that these variables were significant.

4.6.3 Hypothesis Testing

The main hypothesis: Transformational leadership is positively related to Organisational performance.

Hypothesis 1; *H1: Inspirational motivation is positively related to Organisational performance*

Hypothesis 2; *H2: Individualised consideration is positively related to Organisational performance*

Hypothesis 3; *H3: Intellectual stimulation is positively related to Organisational performance*

Hypothesis 4; *H4: Idealised influence is positively related to Organisational performance*

Table 4.9 Correlation coefficient between transformational leadership and organisational performance

Table 4.9 Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.253	.698		.219	.827
1 Transformational leadership	.507	.049	.523	4.106	.000

a. Dependable Variable: Organisational performance

Source: Primary Data

Transformational leadership and organisational performance have a significant positive association, as shown in Table 4.9 ($r = 0.507$ and $p = 0.001$). These results support those of Sethibe & Steyn, (2015) that transformational leadership style is mostly associated with organisational

performance and Ristow et al., (1999) indicated that the use of transformational leadership by leaders is positively correlated with organisational effectiveness.

4.6.5 Hypothesis for independent variables

The link between several independent variables and the dependent variable chosen for the study was also assessed by multiple regression analysis using SPSS. The results of the study are shown in Table 4.10 below, along with the correlation coefficient and the significance levels of each independent variable in relation to how well it was able to predict the dependent variable

Table 4.10 Correlation Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.998	.594		10.090	.000
Inspirational motivation	.546	.036	.506	-.180	.000
Individualised consideration	.264	.065	-.074	5.041	.067
Intellectual Stimulation	.476	.091	.465	-8.437	.000
Idealised influence	.656	.044	.685	-5.766	.000

a. Dependent Variable: organisational performance

Source: Primary Data

H1: Inspirational motivation is positively related to Organisational performance

The Pearson correlation coefficient utilised to demonstrate the association between these two variables ($r=0.546$) is significant at the p value of 0.001, as shown in Table 4.10. Thus, this study provides evidence in support of hypothesis H1. The findings were in line with those by Naile & Selesho, (2014) that if employees of an organisation are not inspired to carry out their jobs, no organisation can advance or succeed, as demonstrated by the successful organisations that use positive techniques to encourage their employees to be able to compete in the market.

H2: Individualised consideration is positively related to Organisational performance

The null hypothesis is supported in this study for this variable since incentives have a significant positive effect on employee turnover intentions ($r = 0.264$; $p > 0.001$), as indicated in Table 4.10. This finding agrees with Haseeb et al., (2021) established that giving each person their own attention considerably improves how well people perform in the service industry.

H3: Intellectual stimulation is positively related to Organisational performance

The Pearson correlation coefficient used to demonstrate the association between these two variables ($r=0.656$) is significant at the p value of 0.001, as shown in Table 4.10. As a result, hypothesis H3 is supported in this research by (Yasin et al., 2014) The development of innovations and improved Small and Medium Enterprises (SMEs) performance can both benefit from intellectual stimulation, it was discovered.

H4: Idealised influence is positively related to Organisational performance

Table 4.10's findings suggest that the Pearson correlation coefficient utilised to demonstrate the association between these two variables ($r=0.476$) is significant at the p 0.001 Hypothesis level. H4 is therefore confirmed in this study, Haseeb et al., (2021) where it has been demonstrated that idealised influence greatly improves employee performance in the service business.

4.7 Chapter summary

The study's findings were summarised and presented in this chapter. The chapter's sections on response rate, demographic presentations, transformational leadership, organisational performance, and statistical tests are only a few examples. The goal of the study was to determine whether there is a connection between transformative leadership and organisational performance. Based on these observations, the following chapter goes on to draw conclusions before offering some recommendations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research findings, research conclusions, and researcher suggestions are summarised in this chapter. The examination of the study findings that were reported in chapter four served as the foundation for the research conclusions. The research conclusions form the basis for the research suggestions. As a result, the description of the findings will be followed by the conclusions and recommendations in this chapter. The chapter continues by outlining the contribution of research studies and identifying areas that require more inquiry. The goal of the study was to investigate how transformational leadership affects organisational performance.

5.2 Summary

The study aimed to accomplish the following objectives:

Objective 1: *To ascertain how inspirational motivation affects organisational performance in the private healthcare sector.*

Objective 2: *To ascertain how individual consideration affects private healthcare organisations' performance.*

Objective 3: *To ascertain how intellectual stimulation affects private healthcare organisations' performance.*

Objective 4: *to ascertain how idealised influence affects the performance of private healthcare organisations.*

5.3 Conclusions

5.3.1 Relationship between inspirational motivation and organisational performance.

The study concluded that inspirational motivation and organisational performance are positively related. (r=0.546) that it is significant at the $p < 0.001$)

Private healthcare institutions provide personnel with excellent compensation packages, very comfortable working conditions, appropriate attire, and all necessary supplies and equipment. Some private healthcare facilities provide food hampers to their staff members only as a means

of employee motivation. These institutions occasionally make payments for subscriptions on behalf of their workers, such as paying annual nursing staff fees. Motivated workers are more likely to put in more effort, provide better ideas, and in general develop into assets. Unmotivated staff members can negatively affect the entire team as well as the individual's mental health. Ramadanty et al., (2016) confirmed the value of motivational factors in getting the best performance out of employees. Motivation can help employees work toward the organization's goals, and if they perceive that management communicates effectively with them, it inspires them to work harder. Team building is also crucial for the efficient operation of an organisation. Motivated teams provide organisations with a wide range of advantages, such as increased productivity, more innovation, higher revenues, fewer absenteeism rates, lower staff turnover, and a better brand reputation.

5.3.2 Relationship between individualised consideration and organisational performance

It was established that individualised consideration and organisational performance are positively related. (r = 0.264; p >0.001)

Magasi, (2021) demonstrated that the core of employee empowerment is the transformational leadership component of individual consideration. He also characterised individualised consideration as power delegation, fostering teamwork among employees, developing talents, capabilities, and competencies. Milner & Mccarthy, (2016) revealed that a transformational leader serves as a coach or mentor, fosters new learning opportunities and an encouraging environment, listens well, ensures two-way communication, recognises, and demonstrates acceptance of different individual needs, personalised interactions, and a delegation of tasks to develop followers. As staff work in shifts, teamwork is encouraged within the teams by team leaders or shift leaders in health institutions. As a result, there will be many product portfolios, high-quality and reliable products, high-quality and trustworthy financial services, high-quality and reliable marketplaces, and high-quality and reliable technologies. The study went on to prove that individualised considerations and organisational performance are significantly and favourably correlated.

5.3.3 Relationship between intellectual stimulation and organisational performance

From the research, it was discovered that intellectual stimulation and organisational performance are positively related. (r=0.656) that it is significant at the p < 0.001).

Good managers encourage intellectual growth in their staff members because they wish to set a positive example for them. The two main elements of intellectual stimulation are challenging

employees and demonstrating empathy. Employees are challenged by transformational leaders to come up with solutions to issues, to push their preconceived notions, to foster innovation, and to challenge their present skill set. Intellectual stimulation is a tool that transformational leaders utilise to increase employee empowerment and job happiness. As a result, the personnel of the organisation is continuously developed. The process of empowering people, challenging the status quo, fostering imagination and innovation, and fostering intuition as well as reasoning all plainly involve intellectual stimulation, (Gill et al., 1998). According to the study, there is a strong and favourable correlation between intellectual stimulation and organisational effectiveness.

5.3.4 Relationship between idealised influence and organisational performance

The study established that idealised influence and organisational performance are positively related. (r=0.476) that it is significant at the $p < 0.001$).

Dartey-Baah & Addo, (2018) The level to which a leader demonstrates admirable behaviours that are exemplary to followers is referred to as idealised influence, also known as charisma, it is told. To put this another way, this has to do with how much followers admire, identify with, and trust their leaders. In addition to inspiring followers about the goals of the organisation, leaders provide vision, mission, and faith. This quality of leadership makes a leader a role model in front of followers, and the leader feels that the followers have respect for him or her. On the other hand, the leader gave followers a mission, (Ahmad et al., 2014). Leaders offer vision, mission, and faith in addition to motivating followers to work toward the organization's objectives. When a leader possesses this trait, followers look up to him or her as an example, and the leader feels respected by them. The leader, on the other hand, gave the followers a task.

5.4 Recommendations

The following suggestions were born out of research findings and, in the researcher's opinion, might help improve organisational performance.

- Non-clinical staff is encouraged to run private healthcare facilities because they are more adept at managing organisations than technical staff, such as medical doctors and physicians, whose major focus is on patient care rather than the general direction of the organisation.
- Leaders are urged to view their workforce as one of their company's most valuable assets. Create policies that are impartial and emphasise staff retention to foster teamwork. If staff members are overworked and exhausted, offer them support.

Encourage staff members to offer constructive critique and establish an open-door policy so that staff members can debate new concepts and feel involved. To increase performance, discourage gossip and encourage collaboration and clear communication. Leaders should treat and value each employee fairly, fostering unity and encouraging teamwork.

- Instead of using their previous methods of leadership, executives should adopt adaptable leadership techniques that work in Zimbabwe's dynamic corporate climate.
- To hold health education sessions to ensure that the staff is informed and up to date, as nursing ethics are constantly changing, and these sessions help to achieve the best standard of nursing care. Continual health subject education to stay current with healthcare by participation in workshops and seminars.
- It is advised that private healthcare facilities adequately orient their workers in accordance with their expectations and culture. Every employee in a healthcare facility should be raised with the phrase "Patient comes first," which promotes a culture of putting patients first. Private healthcare facilities are also encouraged to make sure that they have adequate staff and the right resources, constantly monitoring the stock level of drugs and acquiring them constantly. Better remuneration can be useful in boosting employee performance.
- Private healthcare facilities need to devise methods for motivating its staff members, such as team building and a positive work atmosphere, because when staff members are inspired, the organization's performance improves.

5.5 Research study contribution

The results of this study have practical applications because they assist leaders of private healthcare institutions in realising how crucial it is to adopt a transformational leadership style since it improves organisational performance. If the transformational leadership style is effectively implemented, it will help private healthcare facilities to maintain their competitiveness by remaining alert and increasing market share over other companies in the business. Transformational leaders will need to develop successful strategies to help their organisations stay up with these needs and maintain a favourable brand image. Private healthcare facilities will be able to meet consumers' (patients') wants as they continually evolve. Leaders that can quickly adjust to the shifting needs of the market are needed in the dynamic company operating environment of today. The study's findings were valuable since they

demonstrated the benefits of transformational leadership on organisational performance in private healthcare institutions.

5.6 Areas of further research

This study was carried out in the private healthcare industry, which employs both non-clinical (*not directly involved in patient care*) and clinical (*directly involved in patient care*) staff. It was a little challenging to generalise the study's findings. There should be more investigation into other topics, such as farming, mining, and retail in Zimbabwe. Only information acquired from staff members of Harare-based private healthcare facilities was used in this study. Future planning should consider the entire nation, as other provinces may have different perspectives on leadership based on their customers and operational settings. Comparisons of various leadership philosophies in the private healthcare industry could be another topic for further research.

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APPENDIX A: QUESTIONNAIRE



Questionnaire on transformational leadership and organisational performance

Dear Respondent

My name is Rejoice Euritah Mangwende, a Masters in Leadership and Corporate Governance student with Bindura University of Science Education (BUSE). As part of the requirements of the degree program, I am carrying out a research project titled ‘**Transformational leadership and organisational performance in private healthcare. A case study of selected Harare private healthcare facilities**’

I am kindly asking for your assistance in providing the required information by filling in this questionnaire. Your willingness to respond to this questionnaire and the accuracy of your responses will be very much appreciated. You are also assured that all the information collected from this questionnaire will **ONLY** be used for academic purposes and your identity will not be disclosed at any point, you will remain anonymous.

This questionnaire consists of two sections A and B, you are expected to answer all the questions in all the sections included in the questionnaire. **Section A** covers general data and you are required to put a tick where appropriate, in the spaces provided. The scales have been used as a measurement scale in **section B**. Scales of 1 to 5 are used and please kindly indicate the extent to which you agree or disagree with the statements on transformational leadership and organisational performance.

Instructions: Please select the answer by placing an (X) in the box with the most appropriate option or fill out the appropriate response to questions asked.

SECTION A: DEMOGRAPHIC CHARACTERISTICS.

A box represents an option, please tick the most appropriate answer where applicable

Section A: DEMOGRAPHICS

Please select the appropriate category that best describes you by putting an X in the Mark column.

Variable	Category	Mark
Sex	Male	
	Female	
Age (Years)	Below 25	
	25 to 30	
	31 to 40	
	41 to 50	
	Above 51	
Education Level	School Certificate	
	Diploma	
	Degree	
	Masters	
Duration of Employment (years)	Doctorate	
	Below 2	
	2 to 5	
	6 to 10	
	11 to 20	
Level of management	Above 20	
	Non-Managerial	
	Lower	
	Middle	
	Executive	

Section B: Key questions

The questions in the questionnaire were derived using a five-point Likert scale analysis measuring either positive or negative response to a statement whereupon it is classified as follows:

Scale	Rating
1	Strongly Agree (SA)
2	Agree (A)
3	Neutral (N)
4	Disagree (DA)

5	Strongly Disagree (SD)
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Instructions: Please indicate your level of agreement with each of the following items (tick the appropriate box)

ITEMS	SA	AG	N	DA	SD
Inspirational Motivation					
My boss has a positive and doable outlook on the future.					
My leader creates purpose and sets expectations.					
A sense of priorities and purpose is created by my boss.					
My leader uses clear language to simplify complex topics to their essential components.					
My leader uses brief, straightforward language to describe what we could do and why we should.					
When others accomplish their goals, my leader acknowledges them and awards them.					
My leader helps people discover purpose in their work.					
Individualised Consideration					
Projects are assigned by my boss based on each person's requirements and skills.					
My leader listens intently.					
My boss promotes personal growth.					
My leader promotes a two-way exchange of ideas.					
My leader encourages personal growth in his/her followers					
My mentor informed the group of the others' performance.					
My leader shows individualised care to followers who appear to be rejected.					
Intellectual Stimulation					
My leader encourages us to question presumptions.					
My leader is open to suggesting or considering suggestions that appear amusing.					
My leader creates an openness to shifting perspectives.					
My leader recognises a pattern that is challenging to comprehend.					
My leader motivates us to go back and look at the issue.					
My boss encourages others to approach long-standing issues in novel ways.					
My leader gives others fresh perspectives on perplexing issues and encourages others to reconsider previously unquestioned beliefs.					
Idealised Influence					

