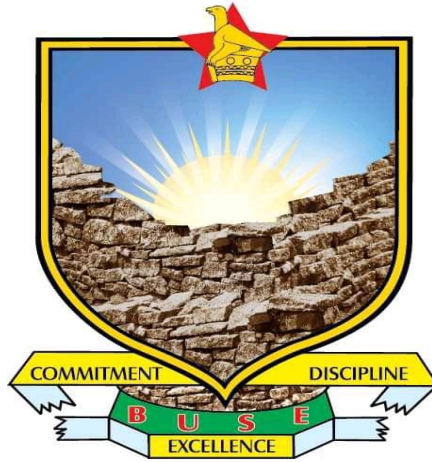


**BINDURA UNIVERSITY OF SCIENCE EDUCATION**  
**FACULTY OF SOCIAL SCIENCES AND HUMANITIES**  
**DEPARTMENT OF PEACE AND GOVERNANCE**



**the impact of leadership styles on organisational agility. case study ministry of transport and  
infrastructural development department of roads.**

**BY**

**charmaine k chiwocha**

**B201311B**

**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF PEACE AND  
GOVERNANCE IN PARTIAL FULFILMENT FOR THE REQUIREMENTS FOR THE  
BACHELOR OF SCIENCE HONORS DEGREE IN PEACE AND GOVERNANCE.**

**BINDURA ,ZIMBABWE**

**JUNE, 2024**

**THE IMPACT OF LEADERSHIP STYLES ON ORGANISATIONAL AGILITY .CASE  
STUDY MINISTRY OF TRANSPORT AND INFRASTRUCTURAL DEVELOPMENT  
DEPARTMENT OF ROADS.**

**BY**

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**A DISSERTATION SUBMITTED TO THE DEPARTMENT OF PEACE AND  
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BACHELOR OF SCIENCE HONORS DEGREE IN PEACE AND GOVERNANCE.**

**BINDURA ,ZIMBABWE**

**JUNE, 2024**

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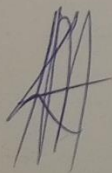
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## **DEDICATION**

**To my son Drew and my husband for being so patient with me in this project.**

## **ACKNOWLEDGEMENTS**

**Firstly I would like to thank the almighty God for blessing me the strength ,knowledge and an opportunity to finish this dissertation.**

**I am deeply grateful to everyone who helped and supported me during my research project.My supervisor played a crucial role in the successful completion of this dissertation, and I want to express my gratitude for his guidance, support and understanding.**

**I am also thankful to my parents and my dear husband and my son for supporting me financially,spiritually since 2020 and their contributions have been invaluable in helping me reach this milestone .**

## ABSTRACT

*The purpose of the study aimed to examine the on the role of Leadership styles in organizational agility, with the focus being on Ministry of Transport and Infrastructure and Development .The study used a case study research design as a popular method in social science research that involves an in depth examination of a single case or a group of cases.The study examines the various forms of leadership styles which are used in enhancing organizational agility .this section of the study also examines the impact of leadership styles in interference forms on the day to day operations of MOT .*

## **LIST OF ACRONYMS**

|            |  |
|------------|--|
| <b>MOT</b> | <b>MINISTRY OF TRANSPORT AND INFRASTRUCTURAL</b> |
| <b>AL</b>  | <b>AUTOCRATIC LEADERSHIP</b>                     |
| <b>OA</b>  | <b>ORGANISATIONAL AGILITY</b>                    |
| <b>DLS</b> | <b>DEMOCRATIC LEADERSHIP STYLE</b>               |
| <b>TLS</b> | <b>TRANSFORMATIONAL LEADERSHIP STYLE</b>         |
| <b>SA</b>  | <b>SENSING AGILITY</b>                           |
| <b>GoZ</b> | <b>GOVERNMENT OF ZIMBABWE</b>                    |

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## **CHAPTER ONE**

### **1.0 Introduction**

This study examines the impact of leadership styles on organizational agility in the Ministry of Transport and Infrastructural Development, Department of Roads. The background of the study, problem statement, particular objectives, research questions, delimitations and study significance were all further examined in this chapter.

### **1.1 Background to the Study**

The human resource base and human development efforts are the primary forces behind any organization, and without leadership it is impossible to achieve organizational goals and objectives. Employee ability, motivation, and most importantly, leadership skills are what drive an organization's creativity and innovation, and they are the key to improving its performance. Because of this, leadership issues have been extensively discussed in the organization discourse domain. According to Osabiya and Ikenga (2018), the primary goal of leadership is to ensure that employees' efforts are utilized to fulfill the organization's goals and objectives.

According to Northouse (2018), poor or unsuitable leadership practices have a direct impact on worker performance and retention in modern businesses. Over the last year, leadership has become a new and successful way to manage the workforce and the business as a whole. Human resources management has gradually taken the role of the conventional idea of personnel administration. To attain the highest performance, it is imperative to give employees psychological fulfillment and direction. Thus, in many firms, leadership plays a crucial role in helping employees perform better. Leaders play an essential role in the accomplishment of goals and boost employee's performance by satisfying them with their jobs (Paracha et al, 2012).

A study by Shadure et al. (2010) makes a case on employees, saying that if they are given the chance to make decisions that are pertinent to their jobs, then there will be advantages over the idea that employee participation in decision-making is a waste of time that reduces productivity and management effectiveness. These indicate that team decision-making that involves participation delivers benefits while also posing certain drawbacks.

Additionally, empirical research has been done to look at the connection between leadership effectiveness and employee engagement in the workplace (Kelly and MacDonald, 2019). In addition, some studies noted that the public sector has flaws and limits as a result of ineffective leadership styles that fail to adapt to ongoing changes in the new environment (Higgs and Rowland, 2010). However, each leader has a unique way of motivating and praising the team members' work efforts. These methods can be either monetary or material rewards, which are associated with transactional leadership styles, or human being-centered actions like career advancement or bettering the workplace, which are associated with transformational leadership styles. It is against this background that this study seeks to explore the impact of leadership styles on employee performance in the Department of Roads in order to get a clearer picture of the phenomenon.

## **1.2 Statement of the Problem**

In Zimbabwe, the survival and growth of any kind of organization private or public largely depend on the managers' or leaders' ability to adopt an effective leadership style that will guarantee the performance and commitment of their workforce. Leadership is crucial in every organization because it establishes the future and lays out the way forward. The contemporary world is characterized by ineffective leaders who are also corrupt. Ineffective leadership in the Department of Roads has resulted in low productivity, low staff morale and poor performance. This negatively impacts the organization. Previous studies concentrated on the effect of leadership on

organizational performance. The purpose of this study is to ascertain how leadership style affects the performance of the employees; as such this study aims to close a research gap in literature.

### **1.3 Objectives of the Study**

- To establish the current leadership styles used in the Department of Roads
- To determine the effects of leadership on employee performance
- To identify strategies that can be adopted to address leadership challenges in order to improve employee performance.

### **1.4 Research Questions**

- What leadership styles are currently being used by the Department?
- What is the impact of leadership on employee performance in the Department of Roads?
- What strategies can be adopted to address leadership challenges and to improve employee performance in the Department of Roads?

### **1.5 Assumptions of the Study**

The researcher assumes that;

- Leadership style has an impact on employee performance.
- Government departments uses authoritative leadership styles
- Employees will provide honest answers.

### **1.6 Significance of the Study**

The study is important as it will benefit the following stakeholders:

- The findings of the study will provide Department of Roads with policy suggestions and the necessary incentive to improve performance. It may be advantageous to inform the

company's management of the value and importance of having competent leaders in the company.

- This study helps the organization better understand leadership styles and adapt to changing conditions. It also helps the organization expand and thrive in its current operating environment by increasing work satisfaction among employees.
- The study provides leaders with an understanding of the current relationship between employee performance and leadership styles so they may create strategies to enhance their own style. It is imperative that company executives get knowledgeable about the most important leadership style that affects workers' performance.
- The study provides the researcher with the opportunity to gain both practical experience and knowledge. Achieving this study goal will also assist the researcher meet the course being studied.
- The study serves as a foundation for comparable research that other academics might carry out at establishments across other industries.

### **1.7 Delimitation of the Study**

The study will be conducted in Harare Metropolitan Province in the Ministry of Transport and Infrastructural Development, Department of Roads. Therefore, the study is delimited to Harare Metropolitan Province geographically and is also delimited to one organization, Ministry of Transport and Infrastructural Development, Department of Roads.

### **1.8 Limitations of the Study**

The researcher's qualifications and distance from the subjects may have an impact on disclosure. In order to encourage participants to feel comfortable answering interview questions, the researcher established rapport with them before the meetings. More so, the sample size could not

accurately reflect the target population. Consequently, the researcher took steps to ensure the trustworthiness of the research findings by employing recognized techniques in determining the sample size.

### **1.9 Definition of Key Terms**

**Leadership** is the practice of persuading others to follow through on predetermined goals and objectives.

A **leadershipstyle** is a type of connection in which an individual uses their authority and techniques to persuade a large number of others to collaborate on a common goal.

**Performance** is the ratio of a company's output to the time, labor, and financial resources required to generate it. It is the rate at which goods are produced.

### **1.10 Chapter Outline**

An overview of the study was given in Chapter one. Chapter two provides the conceptual framework, theoretical framework, and a review of the relevant empirical research. The research design, methodology, data collecting, data analysis, and ethical considerations will all be covered in Chapter three. The results will be presented, interpreted, and discussed in Chapter four. The entire investigation will be summed up in Chapter five, which also offers recommendations and conclusions based on the discussion and in accordance with the goals of the research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The review of related literature is the main focus of this chapter. The review's purpose is to guide future research by drawing on what other writers have said about the variables that affect the performance of employees. This study's assessment concentrates on the impact of leadership styles on employee performance.

#### **2.1 Theoretical Framework**

The study is guided by a number of theories which are discussed below:

##### **2.1.1 Contingency Theory**

The study is guided by Fiedel's (1964) contingency theory, which posited that a leader's ability to lead is dependent on a range of situational factors, such as the leader's preferred style, the capabilities of workers, and worker behaviors that are highly dependent on the situational factors. Fiedler (1967) promoted this concept of leadership, stating that the degree to which the conditions grant the leaders power and control over the group and the manner in which they communicate with their subordinates determine how well the group performs. By applying the contingency theory to the analysis of leadership style and employee performance, it is possible to conclude that in order for employees to perform exceptionally well in any given task, leaders must be able to assess the situation and adapt the most effective leadership style (Johnson, 2015).

As a reciprocal action, they could engage in counterproductive work behaviors or organizational citizenship behaviors as a way of rewarding previous leadership practices, particularly those that focused on organizational status and employee improvement. While almost any employee's attitudes and behaviors could be influenced by their management environment, it is worth noting the majority of organizational defaults are caused by ineffective leadership, with managers and team leaders at various levels failing to practice or apply appropriate leadership styles that are contingent on appropriate styles.

In order to adopt a certain leadership style that will enhance individual performance, this idea suggests an intimate approach to management that prioritizes situations over organizational means. First, one must assume that in order to influence others, one must employ both supporting (relational) and directive (task) behaviors. Unfortunately, this assumption does not account for the innate changes in human behavior that call for alternative management strategies. As a result, there may be a gap in the researcher's field. The second underlying premise is that every leadership style is situation-specific. Fiedler suggested that a leader's behavioral patterns will assist them in developing the competencies necessary to apply their styles effectively in the circumstances at hand, which will increase their performance effectiveness. The second premise of this theory, however, left a lot to be desired because circumstances are influenced by internal and external elements that change how employees react to the circumstances that are put in front of them.

### **2.1.2 Personality Trait Theories**

According to Silverthorne (2010), there is a significant correlation between certain personality factors and managerial effectiveness. Managers in the United States do identify as being more receptive to new experiences. In his review of the literature, Yukl (2010) identified the most important components of effective leadership. He listed the following characteristics of a basic

leader: high energy, self-assurance, integrity, emotional maturity, low need for affiliation, high achievement motivation, stress tolerance, and self-confidence. It is argued that personal charisma is the most crucial component of effective leadership, aside from the attributes already mentioned. Despite being acknowledged as a constituent of transformational leadership, charismatic leadership is still widely studied in leadership literature, according to Bass & Avolio (1995). Several scholars, including House (2010), Etzioni (2011), and Shamir et al. (2013), have developed several conceptualizations of charismatic leadership. In their analysis, Conger and Kanungo (2014) identified six behavioral factors that characterized a charismatic leader: communication behavior and strategic vision, unconventional behavior, sensitivity to the environment, deviation from the status quo, sensitivity to the needs of organizational employees, and personal risk. These factors are thought to contribute to a leader's charisma. Their approach focused primarily on the behavioral component of charismatic leadership, which determined how their subordinate's perceived charisma.

### **2.1.3 Behavioral Theories**

Behavioral theories, which are often referred to as task-orientation vs. people-orientation, are a result of research into effective leadership behavior. They differentiate between task-orientation and people-orientation. Employee-centered and change-centered behaviors are the two categories used by Ekwall and Arvonen (2011) to characterize the actions of an effective leader. Employee-centeredness is the focus on the needs and growth of the employee, whereas change-centeredness is the act of implementing changes, adjusting to them, and urging others to accept them. According to research conducted by (Skogstad and Einarsen, 2010), there is a considerable positive association between employees' job satisfaction, assessments of the leader's ability, and organizational commitment.

Blake & Mouton (2011) also clarified that task-oriented and relation-oriented behavioral patterns are very desirable behavioral states for an effective leader to be in. In a similar vein, Misumi & Peterson (2015) contended that high performance and maintenance behavior are the best characteristics of good leaders. Casimir (2010) looked into the differences between task-oriented behavior and consideration and he found that employees' perceptions of pressure and support were greatly influenced by the combination of leadership style traits, and that it can be challenging for leaders to apply pressure in ways that the workforce finds acceptable.

Carroll et al. (2015) discovered that leaders who treat and conduct appropriately toward their subordinates receive higher competency ratings than those who act in a somewhat inappropriate manner. The behavioral approach is regarded as one of the most well-liked and traditional methods for studying leadership. Differentiating between people and tasks is still a widely used taxonomy that has an impact on leadership research. This indicates that employees tend to achieve above expectations and that bosses who act responsibly are praised highly.

## 2.2 Literature Review

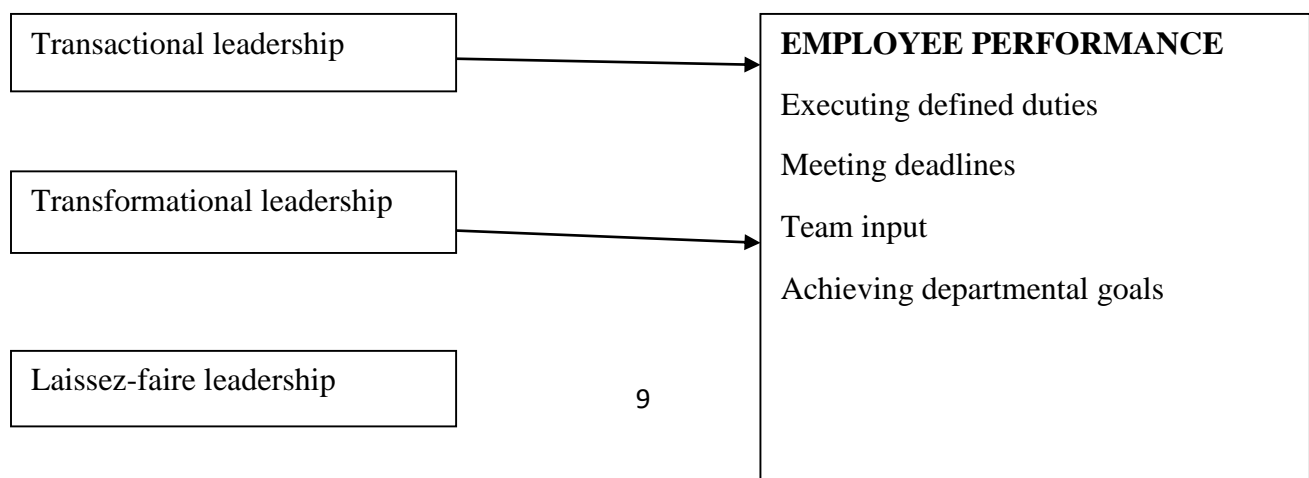
### 2.2.1 Conceptual Framework

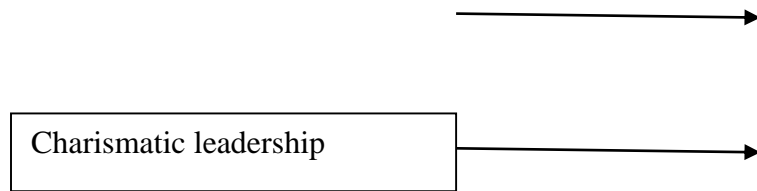
#### Independent Variable

(Leadership styles)

#### Dependent Variable

(Employee performance)





**Source: Researcher's primary data (2023)**

Performance, as defined by Adair (2005), is the dependent variable in this study. Operational perceptions of performance included fulfilling deadlines, contributing to the team, carrying out assigned tasks, and accomplishing departmental objectives. The study's independent variable is leadership, which Cole (1997) describe as the capacity to apply managerial talents to structured performance processes through inspiring, igniting, and encouraging teams to achieve predetermined organizational goals. The four styles of corporate, authoritative, and laissez-faire leadership were plotted along an operational map.

### **2.2.3 Concept of Leadership**

Northouse (2018) defines leadership as the process by which an individual persuades a group of individuals to pursue a shared objective for the benefit of the group as a whole and the individual. According to Fry (2013), leadership is the application of leading techniques to inspire and encourage workers to reach their full potential and to give their all in order to improve the company. According to Rosenboom (2011), leadership is the process of motivating subordinates to put up their best effort in order to accomplish organizational objectives. In their survey of the literature on leadership, Heresy and Blanchard (2011) defined leadership as the process of influencing a group's or an individual's activities toward attaining goals in a specific situation for the overall improvement of the organization.

#### **2.2.4 Employee Performance**

According to Prasetya and Kato (2011), performance is the result of an employee's actions and skills used in a certain context. An employee's performance, according to Pattanayak (2005), is determined by how they behave when working on a task that can be watched and assessed. According to Pattanayak, an employee's success is determined by how much they contribute to the achievement of the organization's objectives. In this case, employee performance is only the outcome of behavior patterns followed in order to meet a goal in accordance with certain criteria. Accordingly, employee performance is defined as a behavior that includes both an employee's directly visible behaviors and their mental actions or products, such as decisions or answers that lead to the achievement of organizational objectives.

#### **2.2.5 Overview of International Leadership Situation**

Scholarly interest in leadership inside the European Union is growing as it is an empirical phenomenon. While there is a general reluctance to centralize authorities, there is also a common desire for leadership in the EU, especially during times of crisis. The historical foundations of this leadership conundrum have led to a distributed form of leadership governance within the EU. (Aggestam and Johansson, 2020). According to Harris (2011) four fundamental components will be present in the established global management system: technical, economic, political, and cultural. Customers and workers in these market exchanges are people in transition all over the world; many feel intimidated by the speed at which change is happening. A number of these people, along with their organizations, are going through an identity crisis in a workplace that is increasingly controlled by technology and online shopping. This is an industry where acquisitions and mergers both inside and outside of one's nation are common. It is therefore recommended that

individuals who aspire to have more European leadership in international business make a commitment to lifelong learning and adaptation.

### **2.2.6 Overview of Regional Leadership Situation**

The municipal government in South Africa faces numerous obstacles. The absence of strong leadership ethics is the main issue affecting the provision of public services. Despite the difficulties, the South African government, according to Modumo (2015), has attempted to place greater focus on the economic development of local governments. Due to the numerous difficulties municipal governments in South Africa face, the advancements made by democratic governance are rarely acknowledged. Sebola (2015) claims that corruption and poor management are the main issues facing South African municipal governments. Because of the local government structures, South African local governments are finding it difficult to resolve the problem that the apartheid regime brought about.

Despite recent arguments by some researchers to the contrary, leadership has not been oversubscribed as Africa's problem. According to that school of thinking, there are other extreme situations in Africa in the twenty-first century that tend to make leadership irrelevant because they resist it (Anan, 2003). It is important to remember, though, that leadership plays a role in today's governable society since it can either accelerate or slow down the rate of crises depending on the judgments made on policy and how they are carried out (Samuel, 2006).

Contextually speaking, the volatile difficulties facing Africa are related to its history, environment, diseases, poverty, conflicts, political unrest, infrastructure, and general underdevelopment. For example, the paucity of infrastructure development from independence to the present day exists in the Democratic Republic of the Congo. At the individual level, observations have revealed that

Africans (leaders or followers) lack the drive or motivation for self-development, and the educational system is distorted due to the introduction of political instability and military rule that is not focused. Additionally, there is a lack of leadership and general performance skills.

When comparing the democratic and autocratic leadership philosophies, Idowu (2012) discovered that SMEs were more likely to adopt the autocratic philosophies. Nonetheless, Jalal-Eddeen (2015) discovered that SMEs in Adamawa State, Nigeria, primarily used participatory democracy as a leadership approach. Akoma et al. (2014) found that when an autocratic leadership style was utilized, disagreements were commonplace, but when a democratic style was used, high productivity, excellent communication, and staff camaraderie were all boosted.

### **2.2.7 An Overview of Leadership situation in Zimbabwe**

According to Nyamwanza and Mavhiki (2014), the majority of Zimbabwean SMEs' owners favored a directed leadership style that gave their staff members limited latitude. These results were supported by Dumbu and Chadamoyo (2012), who discovered that SMEs' owners in Great Zimbabwe's craft industry were reluctant to provide important business knowledge to staff members out of concern that workers would steal their ideas. Zimbabwe experienced a decade of severe economic conditions between 1998 and 2008, which provided a chance to examine leadership styles in both the public and commercial sectors during a time of economic crisis. In order to survive, public sector institutions in Zimbabwe were under growing societal and economic pressure to change their organizational and managerial practices. A decline in the base of skills and an increase in the unofficial sector meant that many people quit formal employment during this time Zimbabwe had an unemployment rate of 85% and an inflation rate of 100,000%, which at the time was thought to be the greatest in the world, according to an article in Wikipedia (Wikipedia, 2018).

The performance of Zimbabwean organizations, particularly in times of crisis, may be impacted by styles that have been researched abroad, but this is unknown. While transactional leadership is more likely to be seen in a society that is well-ordered, transformational leadership is more likely to represent social values and to arise at times of hardship and transition, according to Bass (2012). The majority of research done so far has looked at both transactional and transformational leadership in organizations with largely stable operating environments. With the challenging economic climate during the previous ten years, it is unknown if Zimbabwe's leadership style has evolved.

### **2.3 Transactional Leadership and Employee Performance**

The focus of transactional leadership is on the interactions that take place between superiors and subordinates. According to Bass and Avolio (2018), contingent reward and exception management are the two main components of transactional leadership traits. When leaders agree on what their subordinates must accomplish and promise a reward when the goal is reached, this is known as contingent reward. While the leader oversees exception management, they also keep an eye out for departures from the norm and take appropriate action to meet the objectives of the organization. Under transactional leadership, followers obey orders and requests from the leader but show less zeal for seeing that the task goals are completed (Boehnke et al., 2017). Transactional leaders use outside actors' assistance to complete tasks that are necessary for the organization to reach its objectives. According to House and Aditya (2020), the primary goals of a transactional leader are to ensure that internal actors have a clear understanding of the organizational goal attainment process, remove any potential barriers from the system, and inspire the actors to achieve the set goals. A transactional leader, according to Stam (2019), will fulfill all organizational responsibilities alongside their subordinates in order to guarantee that the targets are reached

within the allotted time frame. A reward at the completion of a task is exchanged for subordinates performing exceptionally well; this is the main giving and taking principle of transactional leadership (Bass and Avolio, 2012).

## **2.4 Charismatic Leadership Style and Employee Performance**

Among trait-driven leadership styles, charismatic leadership is one of the most effective. They are inspirational leaders with a disposition that inspires followers to carry out their goal (Michael, 2017). Charismatic leaders are among the most admired and respected in leadership because of their degree of achievement and drive. They offer a creative and innovative environment, and they are frequently quite motivating. When an inspiring leader is in charge of organizational matters, the team members just want to follow their lead. Despite the fact that charismatic leaders are highly regarded (Michael 2017), there is a serious issue that somewhat diminishes their worth: when they depart a company, the organization loses direction and is severely impacted. Because charismatic leaders rarely find a replacement when they leave, this can go on for a year or longer. They typically eliminate rival strong personalities because their leadership is mostly founded on personality strength. As a result, the organization has contented followers but few potential leaders (Michael, 2017).

## **2.5 Transformational Leadership Style and Employee Performance**

Transformational leadership aims to change imaginative thinking. It becomes a collective vision, with employees working to make the goal a reality. Put differently, the process of transformation can be observed through many transformational leadership behaviors, such as: charismatic leadership, idealized influence, inspirational motivation, intellectual stimulation, and customized consideration (Bass and Avolio, 2012). According to Yukl (2010), applying a transformational

leadership style might enhance performance since it aims to maximize people' potential and knowledge.

Samad et al (2020) conducted a study on employee well-being in Australia and discovered a substantial relationship between employee wellbeing and transformative leadership. Employee well-being was determined by looking at metrics including job satisfaction, dedication, motivation, and turnover. To ascertain whether transformational and transactional leadership can affect organizational performance, Paracha et al. (2018) carried out a survey in Pakistan. This survey by Paracha et al. (2018) indicates that transformative leadership and worker performance are positively correlated. Organizations should carefully consider the type of leadership style they choose if they want to improve employee performance. This is likely because transformational leaders assist people in putting the greater good of the company ahead of their own self-interest.

According to a study done in Vietnam by Nguyen (2019), transformational leaders can improve employee job performance by implementing customized behaviors on their staff, such as team-building exercises and leisure pursuits that foster better understanding between the leader and subordinates. Vera and Crossman (2018) found in another study that the task performance of employees was significantly impacted by the behavior of transformational leaders. According to Voon et al. (2019), they contend that transformational leaders use intellectual stimulation to inspire followers to approach issues in a variety of ways, perhaps giving them an advantage over rivals. Through intellectual stimulation, transformational leaders help followers generate new perspectives and ask ongoing questions to refine their beliefs, values, and presumptions (Bass and Riggio, 2019). When followers make mistakes, they are usually rectified and encouraged rather than chastised (Bass, 2012).

## **2.6 Laissez-faire Leadership Style and Employee Performance**

A leader's capacity to lead depends on a number of situational elements, including their preferred leadership style. Leadership theories that rely on contingency provide a lot of empirical leeway (laissez-faire style) North House (2018). Its validity and reliability in elucidating the attainment of successful leadership have been confirmed by numerous researchers who have tested it. It emphasizes how crucial it is to pay attention to the interpersonal interactions between a leader's style and the needs of different teams and circumstances. According to Kumar (2017), under this style of leadership, subordinates are given the greatest amount of independence. They are allowed complete freedom to establish their own rules, procedures, and judgments. Kerns (2014) explored the connection between values and organizational leadership.

Babalola (2018) carried out research in Nigeria on the impact of leadership style on workers' job performance in the country's media sector. Based on the study's findings, it was determined that the supervisor-subordinate dynamic and laissez-faire leadership style significantly influenced organizational commitment, which in turn affected job satisfaction, which in turn influenced worker performance. This implied that employee performance in Nigeria's media industry is significantly impacted by a laissez-faire leadership style. More so, a study on the impact of leadership styles on organizational performance, carried out in Kenya by Koech and Namusonge (2019), concentrated on middle and senior managers at state-owned corporations in Kenya. It was established from the data that there was no meaningful correlation between employee performance and a laissez-faire leadership style.

## **2.7 Autocratic Leadership Style and Employee Performance**

"Do as I say" types are the hallmark of autocratic leadership. These leaders are usually seasoned when given new responsibilities or assignments that need them to manage others. The ability to

make decisions is reserved for autocratic leaders. Their actions can cause irreversible harm to an organization because they compel their "followers" to implement plans and services in a limited manner, predicated on a personal and subjective definition of success. Apart from coercion, there is little motivation and no shared vision. Autocratic leadership usually results in the elimination of creativity, commitment, and innovation. According to Michael (2017), the majority of people who obey authoritarian leaders are merely biding their time until the leadership's inevitable collapse and the replacement of the leader.

## **2.8 Impact of Leadership Style on Organizational Agility**

The relationship between leadership style and organizational agility has been the subject of numerous academic studies and research papers. The majority of these studies demonstrate a significant relationship between leadership style and organizational agility, though this relationship may be positive or negative depending on the leadership style used by the organization's leaders (Fu-Jin et al., 2010). According to Fu-Jin et al. (2010), employees' performance will increase when executives use their leadership style to demonstrate concern, care, and respect for them. Because a strong leadership style has a beneficial impact on their job happiness, they will perform better in any given assignment. Numerous research revealed that having a strong leadership style improves worker performance, particularly when the workers are presented with novel obstacles (McGrath and MacMillan, 2010). It is believed that strong leadership can contribute to management advancement and a long-term competitive advantage for improved company performance (Boyd and Wright, 2018).

Strategic visions of the future states of the company can be developed by visionary leaders, who can then model, articulate, and foster adherence to these visions (McShane and Glinwow, 2020). According to researchers like Zhu et al. (2015), visionary leadership improves performance in the

workplace and can contribute to cohesiveness, trust, commitment, and motivation. According to Smith et al. (2016), a company looking for effective ways to stay ahead of the competition should focus on the impact of leadership. Leadership is essential for altering group norms, organizing group activities, and assisting team members in adjusting to their surroundings. The relationship between team performance and leadership has been better understood because to this leadership-centered perspective (Guzzo and Dickson, 2016). Judge and colleagues (2012) have endeavored to examine the strategic function of leadership, examining the utilization of leadership paradigms and the application of leadership behaviors to enhance organizational performance. Scholars like House and Aditya (2017) also backed up the claim that not enough research has been done on the impact that leadership has on both employee and organizational performance. Generally speaking, the effect and impact of leadership style on employees' performance have not been well studied.

The ability of an organization's leadership to maximize its people resources determines its success. A competent leader recognizes that workers are essential to achieving the organization's objectives, and that inspiring workers to meet those goals is crucial. According to Fiedler and House (quoted in Pradeep and Prabhu, 2011), it is commonly acknowledged that strong leadership is necessary for dynamic organizations and that the performance of those companies will directly decrease if this is neglected. Thus, effective leadership encourages more employee engagement and can have an impact on both individual and organizational performance (Bass, 2012; Mullins, 2010). A leader's attitude and actions combine to form their leadership style, which results in certain ways of interacting with their followers (Dubrin, 2014). Employee performance can be positively or negatively impacted by an organization's leadership style (Armstrong and Murlis, 2014). In firms, employees are the most significant resource since without them, goals may not be achieved. Numerous researches have been done on the contributions that effective leaders can make to

employees' improved job performance. The relationship between organizational culture and employee performance can be mediated by effective leadership, which can also foster an environment that supports good leadership and eventually improves employee job performance (Toor and Ofori, 2019).

Research on the relationship between leadership styles and organizational agility has shown that a leader's style directly affects worker performance. In light of this, a study conducted in 2014 by Mohammed et al. titled *The Relationship between Leadership Styles and Employees' Performance in Organizations* shows that performance inside an organization is significantly correlated with leadership style. This study has found that an organization's capacity to accomplish its goals and objectives is impacted by the leadership style of its leaders. Babatunde and Emem (2018) found a substantial correlation between employees' performance in achieving the aims and objectives of the firm and the leadership style they choose. Hayward and colleagues (2013) discovered that transformational leadership outperformed transactional leadership in raising employee performance in the South African environment. In a South African pharmaceutical company, a study (Hayward et al., 2013) discovered a strong positive linear link between transformational leadership and staff performance, but no discernible direct relationship between transactional leadership and employee performance. Additionally, in the Canadian financial sector, transformational leadership is more strongly associated than transactional leadership with increased employee satisfaction and individual/organizational performance (Meyer & Botha, 2010).

Achieving the best outcomes in crucial areas of organizational operations, improving portability, or improving service delivery are examples of factors that should be connected to performance. According to Mullins (2010), companies also need to make sure that they fulfill or surpass the

needs and demands of their clients and that they can adjust to unique circumstances, modifications in the outside world, and exigencies of the situation. The aforementioned studies, which the student researcher studied, showed that the effectiveness of employees is directly impacted by the leadership styles of managers. According to Orazi et al. (2013), the importance of strong leadership practices for financial bank stability cannot be overstated. According to them, banks should incorporate the best leadership practices, with bank executives embracing a more transformational style and occasionally considering elements of transactional leadership strategies, such as pushing for rewards as a means of encouraging staff members to perform well on any given assignment. Tamkin (2012) examines a few tactics that work well to advance leadership in the banking industry. Using a contrasting approach that sets successful leaders apart from their contemporaries, he conducted interviews with seventy bank leaders. In addition, he recommended that Nigerian bank executives carefully consider when and when not to take on leadership roles. He also urged bank executives to foster excellence, give followers authority, and create a diversified pipeline of future leaders to guarantee continuity. In summary, he recommended Nigerian bank executives to adopt a more transactional and transformative leadership style rather than a laissez-faire one.

There are several pertinent researches on the relationship between organizational agility and leadership style worldwide. Scholars also disagree on the evidence about the impact of leadership style on worker performance. The idea that both transformational and transactional leadership styles positively influence employee performance is supported by some of the reviewed literature, with the impact of transformational leadership on employee performance being greater than that of transactional leadership (Kehinde and Bajo, 2014).

The evidence supporting laissez-faire leadership is inconsistent because some scholars, such as Gimuguni et al. (2014) and Aboushaqah et al. (2015), contend that employee performance is

positively correlated with the style, despite the claims of many scholars that laissez-faire leadership has a negative impact on employee performance due to absenteeism and a nonchalant attitude. According to the previous literature study, there doesn't appear to be any research on how leadership style affects employees' performance in the public sector organizations in Zimbabwe. Prior research on the subject of employee performance and leadership style in global and regional countries was inadequate. Numerous academics have attempted to quantify how a leader's approach affects their team members' productivity. On the other hand, not much research has been done on how employees' performance is affected by a leader's style in Zimbabwean organizations. The goal of this study is to shed light on and provide a solution to leadership problems affecting employee performance.

## **2.9 Strategies that can help to improve employee performance**

The expansion of the firm will be facilitated by the transformational leadership style, which places a strong emphasis on the growth and fulfillment of employees (Nguyen et al., 2017). Staff motivation can also be raised by strong leadership. It facilitates communication between workers at different levels and between employees at different levels. It benefits the company and increases employees' sense of value when staff members are aware of the objectives of the company (Jones, 2019). Alqatawenh (2018) asserts that transformational leadership happens when leaders try to assist their followers and persuade them to put aside their own wants. Yukl (2010) argued that transformational leadership enhances performance because it aims to maximize people's potential and knowledge. Transformational leadership improves employee performance by implementing customized behaviors on employee for example team-building exercises and leisure pursuits that foster better understanding between the leader and subordinates.

Bass (2012) posited that through rewards transactional leaders encourage employee compliance. Stam (2019) assert that leaders explain to the followers what is expected of them by outlining the benefits employees would receive for exceeding expectations. Daft (2011) noted that communication is crucial for fostering personal relationships with followers and keeping everyone moving in the same direction toward accomplishing the company's vision and purpose. Jones and George (2011) argued that feedback is crucial to employees as it removes misunderstandings, guarantees accurate interpretation of messages, and facilitates the development of a shared understanding between senders and recipients. According to Fu-Jin et al (2010) employees' performance will increase when leaders use their leaderships style to demonstrate concern, care and respect for the employees. This can be evidenced by the type of relationships leaders will have with the employees.

## **2.10 Chapter Summary**

This chapter covered scholarly articles which are relevant to the area of study. It explored literature review on the impact of leadership style on employee performance, impact of democratic leadership style on employee performance, impact of transactional leadership style on employee performance, impact of transformational leadership style on employee performance and impact of laissez faire leadership style on employee performance. The next chapter presents the research methodology.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodological approach employed in this study to achieve the research objectives. The chapter presents the research design employed, research methodology, research philosophy, population and sample size, sampling technique and research instruments to be used.

#### **3.1 Research Philosophy**

Research philosophy refers to the development of knowledge adopted by researchers in their research (Saunders et al, 2019). This study was underpinned by epistemology since it was intended to create some facts from objective evaluations made by the subjects. Thus, the impact of leadership on employee performance could only be captured by hearing what the employees working in the Department of Roads had to say since they are the ones who experience the impact of leadership and knowledge is also gained through an empathetic understanding of participants' lived experiences and understandings. More specifically, epistemology contains philosophical positions namely positivism, realism and interpretive (Saunders et al, 2019). The philosophy of interpretivism was adopted for this study in collecting credible data from the subjects.

##### **3.1.1 Interpretive**

An interpretive research philosophy helps the researcher to understand the world from the individual's view point. It is nomothetic, ant positivistic, voluntarist and ideographic, using subjective firsthand knowledge (Karnevio, 2017). Interpretive researchers believe that reality consists of people's subjective experiences of the external world thus adopt an inter-subjective epistemology belief that reality is socially constructed. Willis (2015) asserts that interpretivists are

anti-foundation lists who believed there is no single correct route or particular method to knowledge. Interpretive approaches give the researcher greater scope to address issues of influence and impact and to ask questions as why and how particular things occur (Deetz, 2018). The interpretive research philosophy helped the researcher to understand the context of the phenomenon.

### **3.2 Research Methodology**

The research method is a strategy of enquiry which moves from the underlying assumptions to research design and data collection (Myers, 2019). This study adopted the qualitative research method. Van der Merwe cited by Gabers (1996) posited that qualitative research approach is aimed at the development of theories and understanding. Denzin and Lincoln (2012) define qualitative research as a situated activity which locates the observer in the world. Qualitative research method enabled the researcher to promote better self-understanding and increase insight into the human condition. It helped the researcher to understand the impact of leadership on employee performance. Qualitative methods include direct observation, document analysis and overview, participant observation and open-ended unstructured interviewing. These methods help the researcher understand the meanings people assign to social phenomena and elucidate the mental processes underlying behaviors.

The benefits of qualitative research are embedded in its emphasis on thick description such as obtaining real, rich, deep data which illuminates everyday patterns of action and meaning from the perspective of those being studied. Thus, qualitative research generates rich and detailed data that leave the participants' perspectives intact and provide a context for the phenomena being studied

(Weinrich, 2019). Denzin and Lincoln (2012) argued that human learning is best researched by using qualitative data. This study assessed the impact of leadership style on employee performance; therefore, this study was concerned about human learning as such for the researcher to understand the phenomenon, there was need to conduct a qualitative analysis.

The researcher conducted face to face interviews and agreed with the participants on time and venue. The interviews were conducted in a natural setting. The researcher created rapport so that participants felt comfortable. The interview questions were pretested to address any jargon so that the participants understood them and provide rich and in-depth responses. Each interview session lasted for 20-30 minutes and the researcher sought verbal consent to record the interview sessions.

### **3.3 Research Design**

Research design is the framework of research methods and techniques chosen by a researcher to conduct a study. Exploratory research design was employed. Exploratory is a continuation of descriptive research as it goes further describing existing conditions but analyzing or explaining why there is a cause-and-effect relationship between variables (Yousaf, 2013). According to Kumar (2015) exploratory research design explains why a relationship, association or interdependence exists therefore it helps the researcher to assess the impact of leadership styles on employee performance in the Department of Roads. Kumar (2015) argued that exploratory design is conclusive in nature as conclusions are drawn after validating or refuting the hypothesis. It is usually conducted when the researcher does not know much about the problem and needs additional information. In this case the researcher did not know much about the impact of leadership styles on employee performance in the Department of Roads therefore it was ideal to utilize exploratory design. The explanatory research design allows the researcher to provide deep insight into the impact of leadership styles on employee performance.

### **3.4 Population and Sample**

Population was defined by Saunders et al. (2019) as the entire group of possible participants who the researcher intends to interview for the study. The target population for this study were employees working under the Department of Roads at Head Office in Harare. There about 90 employees working at Department of Roads Head Office, only 30% were selected using purposive sampling method to participate in the study. The researcher applied Newman's (2011) sampling ratio which states that for populations below five hundred (500) individuals, a ratio of at least 30% is suitable as it highly safeguards representation of the census.

#### **3.4.1 Target Population**

According to Oppenheim (2017) target population refers to all characters under the interests of the research to which researchers are interested in generalizing their inferences. The group is also referred to as the theoretical population and has varying characteristics. The population of this study was located at Kaguvi Building in Harare. This research targeted thirty (30) employees working under the Department of Roads Head Office in Harare.

#### **3.4.4 Sampling Method**

Non-probability sampling method was used for this study since it helped the researcher to unpack the issues behind the impact of leadership style on employee performance in the Department of Roads. Non-probability sampling was most suitable for this study because it was a qualitative issue and it allows the extent of the phenomenon to be determined (Schumacher and MacMillan, 2016).

##### **3.4.4.1 Purposive Sampling**

The study made use of purposive sampling technique. Purposive sampling is the umbrella term that Patton (2018) refers to as a process of “selecting information rich cases for study in depth”.

The researcher identified participants by visiting the different sections at Head Office. This was easy because the researcher did her attachment in the same Department. Schumacher and McMillan (2016) acknowledge that purposive sampling represents a group of different non-probability sampling techniques. Purposive sampling relies on the judgments of the researcher when it comes to selecting the units (for example people, cases/organizations, events, pieces of data) that are to be studied. Mack (2018) further states that, the main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable the answering of research questions.

### **3.5 Data Collection Methods**

There are two main methods used in data collection and these are secondary data collection and primary data collection. In order to compile the necessary data and respond to the research challenge, secondary sources of data were used in this study. Academic research papers, the internet, books, national and international literature, theses, and periodicals were used as sources of information. Primary data collection refers to new data that is collected by the researcher. Primary data collection is done using research instruments such as questionnaires, focus group discussions, observation and interviews among others. Primary data for this study was collected using an interview guide.

#### **3.5.2.1 Interview**

Seale et al (2014) define an interview as a social encounter where speakers collaborate in producing retrospective and prospective accounts or versions of their past or future actions, experiences, feelings and thoughts. Interviews enabled the researcher to induce first-hand information from the Department of Roads employees with regard to their experiences on the impact of leadership on employee performance. Interviews are qualitative tools that are used to

collect data. They provide an interface between the researcher and respondents thus allowing smooth platform of interaction that clearly amounts to quality data. Dooley (2015) posited that in-depth interviews as tools for soliciting data maximize chances of clarifying questions and answers. In this study interviews are part of significance to the researcher because interviews are easy to clarify. Moser (2010) further posited that the greater flexibility of interviewing approach succeeds better than a questionnaire in getting to the heart of the participants' opinion. Thus, in simple terms interviews in this study permitted the researcher to follow up on asked questions and obtain more data. More so, interviews allow the researcher to get greater clarity through direct verbal interaction between participants as the researcher used open ended questions (Willis, 2015). Interviews also allowed the researcher to be at liberty to vary the sequence of questions to explain their meaning, to add additional ones or even of wording (Seale et al, 2014).

On the other hand, interviews are difficult in that they are time consuming and had exorbitant financial costs some participants may just withhold information because they do not wish to share their experiences with a stranger. To overcome such problems, the interview schedule was compiled with most of the questions open ended making it possible for the researcher to add new questions during the interviewing process depending on the responses of the participants. The researcher recorded responses from the participants with their consent and the researcher also took down some notes. The researcher also ensured that the interviews were conducted in a comfortable, secure and private surrounding preferably in the place convenient to the participants. This was necessary to ensure that the participants felt comfortable in their own surroundings and that they did not feel intimidated during the interview discussions.

### **3.6 Validity and Reliability**

Credibility, transferability, dependability, and conformability are the four main criteria that qualitative researchers must articulate evidence for in order to guarantee the reliability of the study's conclusions. This was accomplished through triangulation and rigorous data collection methods. Data was collected through interviews and observation. Transferability focuses on the application of the findings to persons or circumstances that are similar to them rather than more general contexts. A "thick description" of the results from various data collection techniques helped to achieve transferability. According to Seale et al. (2014), validating a qualitative study is a difficult task that can only be accomplished by giving the reader a thorough, rich description of the settings under study so they can determine whether the findings are applicable to other settings.

According to Silverman (2018), dependability is the extent to which study findings are not influenced by unintentional events. Through meticulous data gathering methods, well-documented procedures, and analysis, dependability was guaranteed. Data was double and triple checked during data collection and processing to ensure that results would be replicable to others, the trustworthiness of qualitative data was guaranteed. The interview guide's questions were pilot tested to confirm the trustworthiness of data.

### **3.7 Data Presentation and Analysis**

The research adopted a qualitative approach therefore results obtained from the interview schedule was presented using a detailed explanation. Framework analysis was employed since it allows for identification of thematic framework, coding, charting and interpretation of the research findings. Data was organized in themes formulated from the research objectives. Thematic approach allows for flexibility in the researcher's choice of theoretical framework. Through its flexibility, thematic analysis allows for rich, detailed and complex description of data. In analyzing data collected after

coding, the researcher made use of the literature review presented in chapter two as well as the theoretical framework informing the study.

### **3.8 Pilot testing**

The pilot study was a small-scale replication of the actual study, targeting a small number of persons with characteristics similar to those of the target population. The purpose of the pilot study was to determine the feasibility of the study, to test the reliability and validity of the instrument and trustworthiness of participants for data collection in the main study, to establish how appropriate, understandable and practical the instrument is and to address any problems prior to the main study. The pilot study helped to address any confusing items and the participants did not face any challenges in responding.

### **3.9 Ethical Considerations**

When conducting research in social science, scientists must navigate a variety of moral conundrums (Shamoo and Resnik (2019). Informed consent, confidentiality, integrity, and honesty will all be used in this investigation.

#### **3.9.1 Informed Consent**

The subjects themselves provided verbal consent for this study. Participants were given the assurance that all information will be kept private. Before agreeing to participate in the study, each participant was requested to volunteer their time and were made aware of their right to leave at any time if they so wish. Before deciding to take part in the study, the aim of the investigation was also made explicit.

### **3.9.2 Confidentiality**

In order to maintain confidentiality, participant names were not be written down, no identities were used, and no one would be able to connect the data to a specific participant's names. According to Pieterse et al. (2010), the right of participants to manage information about them is a necessary component of confidentiality and respect for privacy. Only academic goals will be served by the researcher's documentation of the data; it will not be shared with unauthorized parties. The academic community have access to this data along with university students.

### **3.9.3 Honesty and Integrity**

The researcher was very sincere and truthful with the respondents about the purpose of the study, not giving them unrealistic expectations or unforeseen outcomes from the research findings. Strict adherence to all ethical criteria acted as a benchmark for the truthfulness, reliability, and dependability of the data gathered and the related data analysis.

### **3.9.4 Harm and Risk**

No participant was put in a situation where they could have been harmed as a result of their participation, physical or psychological as stated by Trochim (2000). More so, the researcher did not invade the privacy of the participants.

### **3.10 Summary**

The methodology that was employed in the study was covered in this chapter. More importantly, this chapter outlined the importance of the qualitative paradigm in research design in detail. Purposive sampling techniques was used to choose the subjects. The plans that directed the collecting of the data for this investigation were also illustrated by the researcher.

## CHAPTER FOUR

### Data Presentation and Analysis

#### 4.1 Demographic information

The figure below shows the demographic information of the respondents:

| CATEGORY                    | SEX  |        | AGE                |    |             |    |             |    |                    |   | LENGTH OF SERVICE |    |               |    |                |    |                    |   | EDUCATIONAL QUALIFICATIONS |    |         |    |         |    |        |    |                 |   |
|-----------------------------|------|--------|--------------------|----|-------------|----|-------------|----|--------------------|---|-------------------|----|---------------|----|----------------|----|--------------------|---|----------------------------|----|---------|----|---------|----|--------|----|-----------------|---|
|                             | Male | Female | 25 years and below |    | 26-35 years |    | 36-45 years |    | 46 years and above |   | 0 to 5 years      |    | 6 to 15 years |    | 16 to 25 years |    | 25 years and above |   | O Level                    |    | A level |    | Diploma |    | Degree |    | Master's Degree |   |
|                             |      |        |                    |    |             |    |             |    |                    |   |                   |    |               |    |                |    |                    |   |                            |    |         |    |         |    |        |    |                 |   |
|                             | M    | F      | M                  | F  | M           | F  | M           | F  | M                  | F | M                 | F  | M             | F  | M              | F  | M                  | F | M                          | F  | M       | F  | M       | F  | M      | F  | M               | F |
| MANAGERIAL PARTICIPANTS     | 23   | 17     | 3                  | 1  | 8           | 6  | 6           | 7  | 4                  | 5 | 2                 | 3  | 8             | 9  | 3              | 4  | 6                  | 5 | 0                          | 0  | 0       | 0  | 2       | 3  | 13     | 12 | 6               | 4 |
| NON-MANAGERIAL PARTICIPANTS | 64   | 49     | 9                  | 12 | 26          | 26 | 19          | 13 | 5                  | 3 | 22                | 23 | 28            | 17 | 8              | 7  | 5                  | 3 | 9                          | 11 | 15      | 16 | 18      | 25 | 7      | 6  | 2               | 4 |
| TOTALS                      | 87   | 66     | 12                 | 13 | 34          | 32 | 25          | 20 | 9                  | 8 | 24                | 26 | 36            | 26 | 11             | 11 | 11                 | 8 | 9                          | 11 | 15      | 16 | 20      | 28 | 20     | 18 | 8               | 8 |
| GRAND TOTAL                 | 153  |        | 153                |    |             |    |             |    |                    |   | 153               |    |               |    |                |    |                    |   | 153                        |    |         |    |         |    |        |    |                 |   |

Fig 4.1 Demographic information

From the above figure, it can be noted that there was a total of 153 respondents from the sample of 172. The gender is almost equally distributed across the respondents, the age follows a normal distribution with the majority of the respondents being in the middle-ages. The years of experience of the respondents are distributed across the years from 0 to 25 years of experience. The majority of respondents are within the 0-15 years span, this is generally the trend in companies. The management at the Ministry of Transport (MOT) is highly educated as their qualifications range from degree to master's degree. The non managerial employees however are distributed across the various levels of education from the lowest (Ordinary level) to master's degree.

## 4.2 Response rate

The table below shows the response rate from the respondents:

*Table 4.1: Response rate*

| <b>INSTRUMENT</b> | <b>ISSUED</b> | <b>COMPLETED AND<br/>RETURNED</b> | <b>RESPONSE<br/>RATE</b> |
|-------------------|---------------|-----------------------------------|--------------------------|
| Questionnaire     | 172           | 153                               | 89%                      |
|                   |               |                                   |                          |

The total number of questionnaires issued were 172 and 153 respondents returned the questionnaire. The questionnaire response rate for the study was 89%. Therefore, 153 questionnaires were available for data analysis. The response rate is significantly high to ensure the suitability of the information for the study. Creswell (2020) encourages a response rate of 50% and above in order to continue with a study.

## 4.4 The leadership style most prevalent in Ministry of Transport (MOT)

The researcher sought to understand the dominant leadership style in MOT. The researcher categorized the research instrument and classified it to match the common leadership styles which this study has delimited itself to. The following passages show the responses of the questionnaires towards the opinions of the employees in MOT over the dominant leadership style.

### 4.4.1 Laissez-faire leadership

The figure below shows the opinions of the respondents towards the existence of laissez-faire leadership style in the organisation.

*Table 4.2: Results on the Laissez Faire Variable*

| LAISSEZ FAIRE LEADERSHIP | Obs | Mean     | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|--------------------------|-----|----------|-----------------------|-----|-----|--------|------|
| LLS01                    | 153 | 1.50625  | 0.8759317             | 1   | 5   | 2      | 1    |
| LLS02                    | 153 | 2.1375   | 0.8354376             | 1   | 5   | 2      | 2    |
| LLS03                    | 153 | 1.4875   | 0.9776593             | 1   | 5   | 2      | 1    |
| LLS04                    | 153 | 1.8875   | 0.9840713             | 1   | 5   | 2      | 2    |
| AVERAGE/OVERALL SCORE    | 153 | 1.754688 | 0.8707655             | 1   | 5   | 2      | 2    |

The Average shows the summary of laissez faire leadership style variables in the questionnaire. The laissez faire leadership style on average had a mean of 1.755 score on a Likert scale of 1 to 5 indicating that averagely the respondents do not believe that the Laissez-faire leadership style applies to MOT. The standard deviation was an average of 0.87, indicating that the majority of the responses were distributed about the mean. This was the same as the findings from (Phillip, 2019). The study therefore, considers the laissez faire leadership style as not being the most dominant in MOT.

#### 4.4.2 Autocratic leadership

The figure below shows the responses from the questionnaire towards the dominance of autocratic leadership in MOT

*Table 4.3: The autocratic leadership style in MOT*

| AUTOCRATIC<br>LEADERSHIP STYLE | Obs | Mean    | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|--------------------------------|-----|---------|-----------------------|-----|-----|--------|------|
| ALS01                          | 153 | 4.2415  | 0.868986              | 1   | 5   | 4      | 4    |
| ALS02                          | 153 | 4.76774 | 0.897575              | 1   | 5   | 4      | 4    |
| ALS03                          | 153 | 3.9867  | 0.9998756             | 1   | 5   | 4      | 4    |
| ALS04                          | 153 | 4.2342  | 0.9364768             | 1   | 5   | 4      | 4    |
| AVERAGE/OVERALL                | 153 | 4.3242  | 0.8967685             | 1   | 5   | 4      | 4    |

The Average shows a summary of the autocratic leadership style variables. The average responses towards the autocratic leadership style was found to be 4.3242 with a standard deviation of 0.8968. This shows that the majority of the respondents agree with the existence of an autocratic leadership style in MOT. This is in agreement with Nyoka (2020) who also found that parastatal organisations are run using the autocratic leadership style. The study therefore reserves autocratic leadership as the potentially most dominant leadership style used in MOT.

#### 4.4.3 Democratic leadership in MOT

The figure below shows the responses of the questionnaire regarding democratic leadership in MOT.

*Table 4.4: The Democratic leadership style in MOT*

| DEMOCRATIC<br>LEADERSHIP STYLE | Obs | Mean    | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|--------------------------------|-----|---------|-----------------------|-----|-----|--------|------|
| DLS01                          | 153 | 1.6465  | 0.756746              | 1   | 5   | 1      | 1    |
| DLS02                          | 153 | 2.5345  | 0.8574565             | 1   | 5   | 2      | 2    |
| DLS03                          | 153 | 1.43453 | 1.534567              | 1   | 5   | 1      | 1    |
| DLS04                          | 153 | 3.31324 | 1.775673              | 1   | 5   | 3      | 2    |
| AVERAGE/OVERALL                | 153 | 2.6453  | 1.435252              | 1   | 5   | 2      | 2    |

The Average shows a summary of the democratic leadership style variables in the research instrument. The average was found to be 2.6453 which indicates that the majority of the respondents Disagree with the existence of democratic leadership style in MOT. The standard deviation was 1.4352 which indicates that the mean can be relied upon in making statistical deductions. Past studies (Mangwana, 2019) also showed that there is a limitation in the democratic leadership approach in state-owned entities because they follow a bureaucratic nature which naturally demands autocracy. Thus, the study removes democratic leadership as a potential dominant leadership style.

#### **4.4.4 Transformational leadership in MOT**

The figure below shows the questionnaire responses towards the existence of transformational leadership in MOT.

*Table 4.5: Transformational leadership style in MOT*

| TRANSFORMATIONAL<br>LEADERSHIP STYLE | Obs | Mean    | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|--------------------------------------|-----|---------|-----------------------|-----|-----|--------|------|
| TLS01                                | 153 | 4.25325 | 0.573422              | 1   | 5   | 4      | 4    |
| TLS02                                | 153 | 4.8685  | 0.6473542             | 1   | 5   | 4      | 4    |
| TLS03                                | 153 | 4.97875 | 0.4423414             | 1   | 5   | 4      | 5    |
| TLS04                                | 153 | 4.64765 | 0.552525              | 1   | 5   | 4      | 5    |
| Average/Overall                      | 153 | 4.7685  | 0.886875              | 1   | 5   | 4      | 5    |

The average was found to be 4.7685 with a standard deviation of 0.89 which indicates reliability of the mean. The majority of the respondents are of the opinion that the transformational leadership style is the one most operational in MOT. Phillip (2019) and Thomas (2020) agree that transformational leadership is the most dominant in the parastatals or state-owned entities. This is mainly because the government, which controls the parastatal organizations tries to lead the industry by example through implementing the most innovative leadership styles to set an example. The concept of industry 5.0 among other newer management models have influenced the government to alter the management style of their entities.

Overall, therefore, the study found that the transformational leadership style is the one dominant in MOT. It is prudent thus, for further analysis in the study to be done relying more on the use and effect of transformational leadership since it is the one which has been found to be dominant in MOT.

questionnaire responses from the questions relating to the organizational agility variable of the study.

| SENSING AGILITY | Obs | Mean     | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|-----------------|-----|----------|-----------------------|-----|-----|--------|------|
| SA01            | 153 | 2.1324   | 1.32432               | 1   | 5   | 2      | 2    |
| SA02            | 153 | 2.777341 | 1.21341               | 1   | 5   | 2      | 3    |
| SA03            | 153 | 1.56363  | 0.32423               | 1   | 5   | 2      | 1    |
| SA04            | 153 | 3.2513   | 1.7564                | 1   | 5   | 3      | 3    |
| AVERAGE/OVERALL | 153 | 2.33252  | 1.1231                | 1   | 5   | 3      | 2    |

On the table 4.6 above , the average shows the summary of the Sensing agility variables in the questionnaire. The average score of the sensing agility was found to be 2.33252 with a standard deviation of 1.1231. This shows that the majority of the respondents disagree with the existence of sensing agility in MOT.

Previous studies have also noted weaker sensing agility among parastatal organizations of developing countries (Matthew, 2018; Phillip, 2020). They attribute the lack of technological upper hand and lack of experts to the underdevelopment of the country in which the parastatal

operates. In developed countries, it is the government and its entities that set the pace in technologies and in developing countries, the government is often way behind in technological advancement, the private sector is the trend setter. Therefore, since sensing agility is mainly focused on leveraging technological application like big data analytics, quantitative analysis among other technological applications, it is most likely that governments in developing countries are behind in sensing agility. This study agrees with the assertion that parastatal organizations are low on their sensing agility.

#### 4.5.2 Decision-making agility in MOT

The figure below shows the results from the questionnaire regarding the decision-making agility in MOT.

*Table 4.7. Decision-making agility in MOT*

| DECISION<br>MAKING AGILITY | Obs | Mean     | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|----------------------------|-----|----------|-----------------------|-----|-----|--------|------|
| DMA01                      | 153 | 3.768567 | 0.4352                | 1   | 5   | 3      | 3    |
| DMA02                      | 153 | 4.52341  | 0.25233               | 1   | 5   | 4      | 2    |
| DMA03                      | 153 | 4.121324 | 0.423414              | 1   | 5   | 4      | 3    |
| DMA04                      | 153 | 3.89798  | 0.221341              | 1   | 5   | 3      | 4    |
| Average/Overall            | 153 | 4.008644 | 0.442452              | 1   | 5   | 4      | 4    |

The average of the Decision-making agility responses was 4.01, with a standard deviation of 0.44. The median and mode responses were 4 indicating that the majority of the respondents Agreed with the availability of Decision-making agility in MOT.

The above figure shows that MOT is slightly above average in their decision-making agility. The main reason is that, decisions in parastatal organizations are often easy to make. There is almost always, a provision for any given situation in bureaucratic organizations. The main reason is that, bureaucratic organizations are often created out of an Act of Parliament, in the case of MOT it is the MOT Act. This act therefore, contains all the possible key-decisions which need to be made in any case. Thus, the decision making done in parastatals is more of referring back to the written procedures and adhering to them. Mathew (2018) agrees with this finding in his study as he also elaborates that decision-making in parastatal institutions is often high.

There are instances when there is no written procedure, this often happens when the change is so radical and extreme that it requires special attention like the Covid-19 pandemic. In such cases, it becomes a very slow process for the adjustment and decision making agility of state-owned entities for they have to wait for direction from the government itself.

### 4.5.3 Acting agility in MOT

The figure below shows the responses from the questionnaire regarding the acting agility in MOT.

*Table 4.8: Acting agility in MOT*

| ACTING AGILITY | Obs | Mean | Standard<br>Deviation | Min | Max | MEDIAN | MODE |
|----------------|-----|------|-----------------------|-----|-----|--------|------|
|----------------|-----|------|-----------------------|-----|-----|--------|------|

|                 |     |          |          |   |   |   |   |
|-----------------|-----|----------|----------|---|---|---|---|
| AA01            | 153 | 4.234234 | 0.856656 | 1 | 5 | 4 | 4 |
| AA02            | 153 | 4.444522 | 1.144234 | 1 | 5 | 4 | 4 |
| AA03            | 153 | 4.76785  | 0.996765 | 1 | 5 | 4 | 5 |
| AA04            | 153 | 4.686454 | 0.768755 | 1 | 5 | 4 | 5 |
| Average/Overall | 153 | 4.66453  | 0.88564  | 1 | 5 | 4 | 4 |

The acting agility of the employees in MOT is high with a mean of 4.66453 and a standard deviation of 0.88564, the median and mode are 4. This is because autocratic organizations act very quickly. There is no room for disagreement and disobedience, everyone will do as they are told and thus duties get executed very fast. Previous studies support the opinion of the researcher, (Chiriseri, 2021; Mabhungu & Hove, 2019). The acting agility is high because once a decision is made, it is final and stands no correction until further decisions correct it.

Thus, the researcher is of the opinion that there is high acting agility across all parastatal organizations, mainly in MOT because that is where the evidence was obtained in this study.

#### **4.7 Hypothesis testing: The relationship between leadership and organisational agility**

The table below shows the results obtained from the hypothesis testing:

*Table 4.9: Hypothesis testing results*

| <i>Test step</i> | <i>H1a</i> | <i>H1b</i> | <i>H1c</i> | <i>H1d</i> |
|------------------|------------|------------|------------|------------|
|------------------|------------|------------|------------|------------|

| <i>Test type</i>           | <i>Upper tailed</i> | <i>Upper tailed</i> | <i>Upper tailed</i> | <i>Upper tailed</i> |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Mean                       | 1.506               | 1.435               | 1.572               | 1.624               |
| Variance                   | 0.767               | 0.787               | 0.643               | 0.854               |
| Observations               | 160                 | 160                 | 160                 | 160                 |
| Significance level         | 0.950               | 0.950               | 0.950               | 0.950               |
| Df                         | 320                 | 320                 | 320                 | 320                 |
| <b>t Stat</b>              | <b>1.704</b>        | <b>1.691</b>        | <b>-1.234</b>       | <b>-0.901</b>       |
| P(T<=t) one-tail           | 0.006               | 0.006               | 0.006               | 0.006               |
| <b>t Critical one-tail</b> | <b>1.650</b>        | <b>1.650</b>        | <b>1.650</b>        | <b>1.650</b>        |

From the test results above, the researcher found that there is a positive relationship between transformational leadership and organisational agility. This agrees with the findings by Dube (2021) who also found there to be a positive relationship between transformational leadership and organisational agility. There is a positive relationship between autocratic leadership and agility. This was also found to be true in state-owned entities in a previous study by (Nyoka, 2019). There is a negative relationship between democratic leadership and agility, there is also a negative

relationship between laissez faire leadership and agility. Christensen (2019) found that there is a negative relationship between the application of democracy in a bureaucratic organisation and the subsequent organisational agility. This agrees with the findings in this study.

The findings of this study contradict with the findings from Chiriseri (2021), Mabhungu & Hove (2019), Makamanzi (2016), Phiri (2018), Johns (2012), Norton & Kaplan (2021) who were of the opinion that democratic leadership style and laissez faire leadership style have positive impact on the organisational agility of organisations. The main reason for this contradiction is that, all the above-mentioned studies were focusing on private sector businesses which operate for profit and are not owned by the state.

#### **4.8 Ways to improve organisational agility through leadership**

From the qualitative section of the questionnaire, the study asked for ways in which the organisational agility can be improved through leadership. From the findings, the respondents showed the following themes to be emerging from the study's questionnaire:

*Table 4.10: Thematic analysis of ways to improve organisational agility through leadership*

| Question   | Theme   |
|--|---|
| What are the ways through which organisational agility be improved through leadership? | Implementation of transformational leadership   |
|  | To improve communication from leadership and mentorship   |
|  | To train and educate employees on the organisational expectations, strengths and weaknesses                         |
|  | To tie rewards to demonstrations of exceptional work towards the employees who contribute to organisational agility |
|  | To increase investment in technologies and train employees in using the technology to boost agility.                |

From the above table, it can be seen that the respondents advocated for the inclusion of employees within an organisation in order to achieve better organisational agility. The employees need to be strategically included in the understanding of agility, technology and how to achieve results through agility. It is therefore, the duty of management to ensure that their employees are aware of the need for agility and the impact which it has on the organisation. Hoyt (2020) agrees with the findings of this study as he propounded that inclusive action which brings the understanding of agility and its importance to the employees is the best way to improve organisational agility.

#### **4.9 Chapter conclusion**

This chapter presented, analysed and discussed the findings of the study. The study found that there is indeed a positive relationship between the leadership style and organisational agility. The study agrees with various previous studies in these findings and this shows that there is a greater chance that the findings in this study are true and thus they can be generalized to the greater population of Zimbabwe in general. The next chapter focuses on presenting summaries, conclusions and recommendations of the study.

## **CHAPTER FIVE**

### **SUMMARY OF STUDY FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

This chapter marks the end of the study. The chapter shows the summary of the findings of the study. The study shows the recommendations drawn from the findings of the study and the conclusion which the researcher came to as a result of the study. The chapter winds the main objectives of the study and shows what was revealed from the findings.

#### **5.2 Summary of findings**

The results show non or little existence of the laissez faire and democratic leadership style in the parastatal studied with average mean scores of 1.75 and 2.65 respectively (Table 4.2 and Table 4.4) However, respondents were positive to the existence of the autocratic and transformational leadership styles with average mean scores of 4.32 and 4.76 respectively. The results show little existence of sensing agility with an average score of 2.33. However, the results show the positive existence of decision-making and acting agility with average mean scores of 4 and 4.66 respectively.

The results show a positive relationship between transformational leadership and organisational agility. The results also show a positive relationship between autocratic leadership organisational agility. The results however show a negative relationship between democratic leadership organisational agility. The results show a negative relationship between laissez faire leadership style and organisational agility.

The results show that the way in which the MOT can improve organisational agility through leadership is if the leadership is able to include the employees in the understanding and implementation of measure to increase agility. This includes involving the employees in the process of understanding the use of technology towards achieving agility. This is also in line with increasing the benefits towards employees who show understanding of organisational agility and implementing it to achieve more agility. There is also need to motivate employees so that they are willing to participate in issues regarding the organisational agility at MOT.

### **5.3 Recommendations**

Based on the above stated findings and analysis which was made by the researcher, this study contributes uniquely towards the available knowledge in the following manner. The concepts of organisational agility, employee performance and leadership style had not been analysed in unison leading to a triangulated understanding of the agility-leadership-performance conundrum. Thus, by targeting these areas in a single approach, the researcher opens up a perspective into employee motivation, organisational agility, performance and leadership which leads to effective understanding by management of how their approach influences the organisational agility and the employee performance. The importance of understanding the nature of leadership and how leadership and employees impact agility is of great importance, in modern business, it is a source of competitive advantage. Thus, this study contributes to the existing literature by adding a unified approach towards how employees and management/leadership affect the agility of the organisation.

The organization (MOT) should focus more on the implementation of transformational leadership style because the majority of the employees believe it is the most dominant leadership style in MOT. The benefits of transformational leadership are seen as improved employee performance and increase organizational agility based on the findings of this study.

MOT should focus more on increasing the training and development of the employees towards technological competence because this has been found to be lacking among MOT employees. Technological competence increases the agility of the organization, especially the sensing agility and the acting agility.

The researcher further recommends that MOT should re-evaluate its employee motivation. The morale among the staff appears to be low. The study found some evidence of low employee motivation which affects employee performance in the organization. Thus, if MOT is to get the most out of its employees it should relook the motivational strategies being used and boost them in order to boost employee morale.

The study recommends that the policy makers in MOT and other state-owned entities should focus more on acculturating technological training and expertise within their employee training and development curricula.

The researcher recommends that the policy makers in state-owned entities should focus more on the implementation of transformational leadership. The findings both from literature review and from this empirical study all show that transformational leadership is dominant in MOT and it yields positive employee performance as well as organisational agility.

The researcher recommends future studies to focus on understanding the employee motivation in MOT. The strategies and methods which can be used to increase employee motivation as a tool towards achieving increased employee performance.

The researcher also recommends future studies to focus on investigating the use of technologies as a source of organizational agility within MOT and other parastatal organizations.

The implications for future research should however focus more on understanding the impact of motivation on employee performance and the contributions of technology in gaining organisational agility.

#### **5.4 Conclusion**

The study found that the most dominant leadership style in MOT is the transformational leadership, although there are also some traits of the autocratic/bureaucratic leadership style. It can also be concluded that, in MOT, there is a low level of organizational agility. The sensing agility is average, while the decision-making agility is faster in some cases and slow in other instances. The acting agility is high.

There is also a positive relationship between organizational agility and leadership in MOT. The mathematical models of regression, correlation and hypothesis testing indicated the existence of a positive relationship between leadership and organizational agility within MOT. It was noted in the responses of the questionnaire that there was a need to improve the employee motivation, technological infrastructure and training of employees should MOT seek to increase the organizational agility.

The study concludes that MOT needs to focus more on the adoption and implementation of the transformational leadership style in order to improve its organizational agility. The inclusion of technology in MOT leads to increased agility. The study sought to understand the ways in which the organizational agility can be improved. The study found that, technology plays a great role in assisting the firm with sensing agility (using forecasting technologies and business intelligence models), decision-making agility (using sophisticated mathematical what-if analyses) and acting agility (using planning and monitoring tools in technology software). Technology also increases the employee performance by making their work faster, less prone to error and more accurate

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## **Appendix 1: Interview Guide**

**My name is Charmaine. I am a student from Bindura University in Zimbabwe. I am conducting a research entitled “Impact of Leadership Style on Employee Performance in the Department of Roads, Harare” Your contribution will be of great importance to me. The interview will last for about 20 to 30 minutes. There is no right or wrong answers to the questions; I would want to learn about your personal thoughts and attitudes. If you don’t understand a question please tell me and you can add further information at any stage. Your answers will be kept confidential.**

- 1. Tell me a brief history about yourself in terms of age, qualifications, work experience and designation.**
- 2. What is the impact of leadership style on employee performance?**
- 3. In your opinion how does a democratic leadership practice affect workers' performance in the Department of Roads?**
- 4. What is the impact of transactional leadership style on employee performance in the Department of Roads?**
- 5. What is the impact of transformational leadership style on employee performance in the Department of Roads?**
- 6. What impact does a laissez-faire leadership style have on the performance of employees in the Department of Roads?**

**THANK YOU FOR YOUR PARTICIPATION**