

An Explorative Study of the Relationship between Transformational Leadership, Organisational Culture, and Organisational Success in a Post-pandemic Workplace in the Western Cape's Private Sector



By

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Declaration

I, Lucan Botha, declare that “An explorative study into the relationship between transformational leadership, organisational culture and organisational success in a post-pandemic workplace among employees in the Private sector of the Western Cape Province.” is my own unaided work both in content and execution. All the resources I used for this study are cited and referred to in the reference list by means of a comprehensive referencing system. Apart from the normal guidance from my supervisors, I have received no assistance, except as stated in the acknowledgements. I declare that the content of this dissertation has never been used for any qualification at any tertiary institution.



Signature

Date: July 2025

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Abstract

Following the global pandemic, organisations have been shifted into a drastically different workplace where effectiveness, organisational culture, and leadership are crucial for overcoming unparalleled obstacles, that are new to organisations. Although these concepts have been studied extensively, they remain practically unclear about their applicability in the post-pandemic setting. This could be dangerous for company executives and other crucial stakeholders who continue to rely on pre- and mid-pandemic insights that might not represent the changing dynamics of the modern workplace accurately. Therefore, this exploratory research study aimed to explore the relationship between transformational leadership, organisational culture and organisational success within the post-pandemic context of the private sector of the Western Cape. The study also explored whether the relationship between transformational leadership and organisational success is mediated by organisational culture. The Multifactor Leadership Questionnaire (MLQ) and the Organizational Culture Assessment Instrument (OCAI) are two validated and reliable instruments that were used in this study's survey. This survey was purposefully distributed to 200 employees who were chosen from among those employed by private sector companies. The data was analysed using descriptive statistics, a mediation regression analysis, and Pearson's correlation. The study's findings showed a strong positive correlation between organisational culture and effectiveness as well as a positive association between transformational leadership and organisational culture. Additionally, it was discovered that organisational culture acts as a mediator in the post-pandemic relationship between transformational leadership and organisational success. The contributions and practical implications of this study are that insights gained from it may be used in proposing leadership and organisational development interventions and future research.

Key words: Organisational Culture, Organisational Success, Transformational Leadership

Chapter 1: Introduction to the Study

1.1 Introduction

In 2020, the global and South African world of work underwent a significant change. This was brought about by the widespread Corona-virus outbreak, which, in the worst-case scenario, could lead to death and causes serious respiratory health problems, among other adverse effects. As a result, the South African government instituted lockdown measures as a preventative step to stop the virus's spread (Dhanpat et al., 2022).

The global pandemic, as described by Bofinger et al. (2020), significantly impacted organisational performance through market closures, precipitating financial strains on businesses and households. This, in turn, pressured numerous organisations to confront bankruptcy or reduce operational capacities, which could highlight the way the pandemic negatively affected how organisations operate. In the aftermath of the global pandemic, organisations experienced a profound transformation in their dynamics and operations. With this new world of work, it is crucial to understand that there is no returning to the pre-pandemic workplace, which necessitates both individuals and organisations to seek alternative methods of operation. This shift prompts leaders to reassess and confront their motivational approaches before leveraging their leadership skills to inspire others in the post-pandemic environment.

The post-pandemic workplace now requires a critical examination of key factors necessary for organisational success. Therefore, one of the variables of this study will focus particularly on organisational effectiveness as a key measure of success. Traditionally, extensive literature explains that the leadership and the organisations culture play crucial roles in ensuring an organisations effectiveness. Organisational culture has emerged as a key factor in determining adaptability and long-term performance, according to recent studies conducted in the post-pandemic service industry (Khan et al., 2023). There has been extensive literature in the pre- and mid-pandemic context that has shown a positive relationship specifically between transformational leadership, organisational culture and organisational effectiveness.

The pre-2020 management theory's foundational relationship between transformational leadership and organisational success is currently undergoing its greatest test. In an era of physical co-location, the fundamental mechanisms of this leadership style, which is idealised influence, inspirational motivation, and individualised consideration were theorised and validated. These mechanisms have been severely affected by the post-pandemic transition to remote and hybrid models, which may lessen the influence of leadership by filtering it through digital interfaces. This poses a significant theoretical and practical issue, raising the question

of whether transformational leadership can continue to be effective in the face of irreversible changes in the nature of leader-follower interaction. South African organisations run the risk of using outdated approaches that may not be effective and fail to drive success in the post-pandemic age, if they do not have a clear grasp of how this leadership style fits into a resilient organisational culture in this new setting.

As a result, the researcher aimed to explore the relationships between organisational culture, transformational leadership, and the perceived organisational effectiveness. By exploring these relationships, the study aimed to shed light on their significance for organisational success in a post-pandemic workplace.

1.2 Theoretical Framework and Key Variables

1.2.1 Organisational Effectiveness

Organisational effectiveness served as this study's dependent variable. The degree to which an organisation uses innovation and efficient resources is used to meet its strategic goals, adjust to shifting conditions, and satisfy important stakeholders is known as organisational effectiveness (Amah & Ahiauzu, 2022; Khan et al., 2023). However, to strengthen this conceptualisation, organisational effectiveness can be more rigorously defined as the degree to which an organisation accomplishes its strategic objectives successfully while utilising resources efficiently and maintaining stakeholder satisfaction (Daft & Marcic, 2016; Robbins & Judge, 2018).

In addition to goal achievement, this multifaceted construct encompasses operational effectiveness, flexibility, and response to changing market conditions, particularly in the aftermath of a pandemic (Khan et al., 2023). Organisational effectiveness is determined not solely by outputs produced, but extends to various inputs utilised in work tasks, resources employed, and organisational processes ensuring smooth operational flow.

A highly effective organisation is better positioned to compete in markets, adapt to changing circumstances, and satisfy stakeholder needs, including clients, staff, and investors. Contemporary models emphasise multiple effectiveness criteria, including financial performance, stakeholder satisfaction, internal process efficiency, and organisational learning capabilities (Kaplan & Norton, 2001). According to recent studies, leadership style, organisational culture, and the capacity to promote learning and innovation all influence how effective an organisation is (Alrowwad et al., 2020).

1.2.2 Transformational Leadership

Transformational leadership represents the first independent variable examined in this study. Transformational leadership, as conceptualised by Bass and Riggio (2006), is a leadership style that broadens employee interests, raises consciousness and acceptance of group goals and missions, and inspires employees to prioritise group needs over individual interests (Ree, 2020).

The theoretical foundation of transformational leadership rests on four core dimensions: idealised influence (charisma), inspirational motivation, intellectual stimulation, and individualised consideration (Bass & Bass, 2008; Northouse, 2021). Organisations require this leadership style now more than ever because, as evidenced during the COVID-19 pandemic, transitions from established norms into uncharted territory demand effective leadership that can address employee concerns, influence workers to trust their leaders, and help employees develop adaptive traits amid organisational change.

Although transformational leadership has long been linked to better organisational outcomes (Bass & Riggio, 2006), new research in remote and hybrid work environments indicates that employee involvement and organisational culture are increasingly mediating its effects (Amah & Ahiauzu, 2022; Khan et al., 2023). This change emphasises how important it is for leaders to take on the role as cultural architects, encouraging flexibility and group participation.

1.2.3 Organisational Culture

The second independent variable examined is the perceived organisational culture. Organisational culture, grounded in Schein and Schein's (2017) theoretical framework, represents the pattern of shared basic assumptions learned by groups as they solve external adaptation and internal integration problems. More practically, organisational culture may be summarised as standards, norms, and procedures guiding all employees in task execution and serving as behavioural foundations (Bogale & Debela, 2024).

Cameron and Quinn's (2011) Competing Values Framework provides a comprehensive model for understanding organisational culture through four cultural types: clan, adhocracy, market, and hierarchy cultures. While malfunctioning workplace culture may harm even successful firms, strong workplace culture displays positive features that boost performance (Bogale & Debela, 2024).

Employees feel more comfortable, recognised, and appreciated when workplace culture aligns with their needs. According to Khan et al. (2023), post-pandemic culture transformation highlights how crucial organisational flexibility is. This is because, in the face of rapidly

shifting workplace environments, their inflexible structures and outdated norms have proven insufficient. Additionally, Khan et al. (2023) emphasise that it is crucial to put a stronger focus on the demands of stakeholders, especially employees. This is because organisations are expected to foster cultures that are empathetic, sensitive, and in line with the changing needs of their employees. This factor becomes particularly important in post-pandemic workplace contexts, as organisational culture encourages appropriate employee behaviours enabling smoother transitions from pandemic to post-pandemic workplaces.

1.3 Problem Statement

Following the global pandemic, South African private sector organisations have had to undergo a crucial readjustment period, where employees are under pressure to return to their physical workplace swiftly and extensively, which frequently leaves little time for a smooth transition. Pillay (2022) asserts that leaders must be more aware of the ramifications of the return-to-work mandate while taking into account the welfare of employees and the changing nature of work dynamics in the post-pandemic environment.

The COVID-19 pandemic has changed the organisational environment, which has a direct impact on employees and their jobs. Employee resistance to workplace changes jeopardizes organisational effectiveness, which is the long-term ability of a company to consistently accomplish operational and strategic goals (Kataria et al., 2013). The ability to adapt to changes in its internal and external environment and manage change is essential for any business to thrive (Archibong & Ibrahim, 2021). During changing procedures, leaders frequently run into resistance because employees value routine security. Due to the physical isolation caused by remote work during the pandemic, which increased mistrust in the workplace, many leaders have had trouble inspiring and connecting with their staff (Kohlriseser et al., 2012).

Pre- and mid-pandemic literature yields results that leaders can inspire, connect with, and motivate their workforce amidst organisational changes. Traditional literature emphasises that an organisation's effectiveness is largely dependent on its leadership and culture. That being said, the trend toward remote and hybrid work patterns challenges preconceived notions about the practice and perception of transformative leadership. Reliance on virtual communication may weaken its relational components, including motivational inspiration and idealized influence.

Although transformational leadership has been related to a number of beneficial organisational outcomes, relatively little is known about how specifically it shapes culture and effectiveness in the private sector of South Africa after the pandemic. The Western Cape continues to endure

an increasing unemployment rate of 19.6%, although experiencing greater GDP growth (0.9%) between 2019 and 2022 than the national average (0.4%) (Provincial Treasury, 2024). Despite being lower than the 31.9% national average, this figure indicates severe labour market stress in the private sector of the region. Indicators of business confidence also show this strain; in mid-2025, South Africa's Purchasing Managers Index (PMI) remained at 50.1, indicating muted performance in the private sector (S&P Global, 2025). These indicators imply that internal organisational elements, such as culture and leadership, might be crucial to the resilience of the private sector. In order to meet its goal of 4–6% economic growth, the Western Cape government's Growth for Jobs (G4J) policy emphasises a recovery led by the private sector and calls for improved organisational capacities (Western Cape Government, 2023). Thus, it is both academically and practically imperative to investigate the relationship between perceived organisational effectiveness and transformational leadership and organisational culture in this setting.

1.4 Research questions

1.4.1 General Research Question

What is the relationship between transformational leadership, organisation culture and perceived organisational effectiveness in a post-pandemic workplace among employees in the Private sector of the Western Cape?

1.4.1.1 Specific Research Questions

- I. What is the relationship between transformational leadership and organisational culture?
- II. To what extent is there a relationship between transformational leadership and organisational effectiveness?
- III. Is there a relationship between organisational culture and organisational effectiveness?
- IV. Is the relationship between perceived organisational effectiveness and transformational leadership mediated by organisational culture?

1.5 Research Objectives

1.5.1 General Objective

To determine the relationship between transformational leadership, organisational culture and perceived organisation effectiveness in a post-pandemic workplace among employees in the private sector of the Western Cape.

1.5.2 Specific Objectives

- I. To explore and understand the relationship between transformational leadership and organisational culture.
- II. To examine the extent of the relationship between transformational leadership and organisational effectiveness.
- III. To investigate the relationship between organisational culture and organisational effectiveness.
- IV. To urgently examine statistically the mediating role of organisational culture in the relationship between transformational leadership (measured via MLQ) and organisational effectiveness (measured via customised success indicators) in a post-COVID business context.

1.6 Research Hypotheses

Based on the theoretical framework and literature review, the following hypotheses were proposed:

H1: There is a significant positive relationship between transformational leadership and organisational culture in post-pandemic private sector organisations.

H2: There is a significant positive relationship between transformational leadership and perceived organisational effectiveness in post-pandemic workplaces.

H3: There is a significant positive relationship between organisational culture and perceived organisational effectiveness in private sector organisations.

H4: Organisational culture significantly mediates the relationship between transformational leadership and perceived organisational effectiveness.

1.7 Conceptual Framework

The study's conceptual framework was grounded in established organisational behaviour theories and built upon the current literature cited. The framework posits that transformational leadership, as conceptualised by Bass and Riggio (2006), directly influences both organisational culture (Schein & Schein, 2017) and organisational effectiveness. Additionally, organisational culture directly affects organisational effectiveness and potentially mediates the relationship between transformational leadership and effectiveness.

Figure 1.1:

Conceptual Model - Integrating Transformational Leadership, Organisational Culture and Organisational Success



Conceptual Model Components:

- **Transformational Leadership:** An independent variable that shapes and influences organisational culture.
- **Organisational Culture:** Acts as a mediating factor that strengthens the impact of leadership on organisational effectiveness.
- **Organisational Effectiveness:** The ultimate dependent variable, influenced by both leadership and culture, particularly under dynamic post-pandemic.

1.8 Research Methodology Overview

This study employed a quantitative research approach using cross-sectional survey design to examine hypothesised relationships among study variables. The target population comprised employees working in private sector organisations in the Western Cape Province, South Africa. Data collection utilised validated instruments administered through electronic surveys, with statistical analysis including correlation analysis, multiple regression, and structural equation modelling to test proposed relationships and mediation effects.

1.9 Expected Contribution of the Study

A significant socio-economic upheaval brought on by the COVID-19 pandemic forced organisations to rapidly transition from traditional corporate structures to remote work

arrangements (Bussin & Swart-Opperman, 2021). Long-term ambiguity regarding working practices has been brought about by this extraordinary change, with repercussions for social cohesion, economic growth, and organisational sustainability (Bussin & Swart-Opperman, 2021). In essentially every organisation, the shift from pandemic conditions to post-pandemic working environments is currently occurring. This situation is unprecedented and creates a significant research gap.

This research study addressed a research gap by examining relationships between transformational leadership, organisational culture, and perceived organisational effectiveness in post-pandemic South African workplaces, specifically within the Western Cape's private sector. The results will benefit employees, employers, government, and society.

1.9.1 Benefits for Employees

Employees in the private sector may benefit from this study's research findings by becoming more familiar with the variables under discussion. Employees are among the most significant stakeholders in organisations since they are the cornerstone of the business and the source of its operational capability. As companies deal with environmental changes brought on by pandemics, it becomes increasingly important to comprehend how these components interact for long-term success. Employees will acquire new perspectives on how their entire performance affects organisations and what positive circumstances could improve it. Employees in the private sector will become more self-aware during this transition and highlight the importance of adaptation.

1.9.2 Benefits for Employers

Employers in the private sector could benefit from the findings by realising the significance of their leadership style and organisational culture. This knowledge will help guarantee that employees are working in conditions that promote productivity and aid in meeting deadlines or goals. Employers will gain knowledge on the significance of transformational leadership and organisational culture in adjusting to post-pandemic work environments. In order to maximise performance and increase organisational effectiveness, organisations can manage this shift by adopting transformational leadership attributes and making sure that company culture is in line with employee demands.

1.9.3 Benefits for Government

The South African government, heavily involved in establishing public service standards and norms, will also benefit from the findings. By starting with departments, government may

utilise data and conclusions collected by researchers to inform decisions about new workplaces that will ultimately raise public service standards.

1.9.4 Theoretical Contributions

This study contributes to organisational behaviour literature by:

- Extending transformational leadership applications to post-pandemic workplace contexts.
- Examining leadership, culture, and effectiveness interplay in developing economy settings.
- Testing mediation relationships among critical organisational variables using established South African literature.
- Providing empirical evidence from South African business environments.

1.10 Chapter Division

The chapters in this thesis are presented as follows:

Chapter 1 provided an introduction of the study and discussed the theoretical framework and key variables of this study. The problem statement, research questions, research objectives, and research hypotheses were highlighted. Thereafter, a conceptual model that guides the hypothesised relationships between the variables found in the study was presented. Lastly, a high-level summary of the research methodology and expected contributions of the study was provided.

Chapter 2 will provide an overview of literature on all the concepts and aspects related to the study. Key terminology that will be used throughout the chapter will be defined at the beginning of the chapter. Thereafter, each of the study's variables will be addressed separately, and the various facets that comprise each variable will be covered. Then, by exploring potential relationships between the study's variables, the variables will be explored in relation to one another. Lastly, the fundamental theories and models that underpin each variable will be discussed.

Chapter 3 will provide the research methodology implemented in this study. The research approach, paradigm, design, population, data collection method, instruments for measurement, research procedure, data analysis, and research ethics are all highlighted in this chapter.

Chapter 4 will provide the statistical findings of the study, which will be discussed in different phases. The demographics and descriptive statistics will be presented in the first phase; the results of the statistical analyses conducted for each data-measuring instrument used in this

study will be presented in the second phase; and the results of the testing of the hypotheses developed in Chapter 1 will be presented in the third phase.

In **Chapter 5**, the results will be discussed considering the research objectives established in Chapter 1, with linkages to the literature covered in Chapter 2 highlighted. The study's contributions and practical implications, study limitations, recommendations for further research, conclusions from the literature, and the dissertation's conclusion are all included in this chapter.

1.11 Summary and Orientation to the Study

Both the global and South African workplaces saw tremendous change as a result of the COVID-19 epidemic, which upended established work structures and required quick adaptation. Market closures and lockdown procedures put firms under tremendous strain, affecting their operations, overall effectiveness, and financial stability. In order to manage the shift to a post-pandemic climate, businesses had to reevaluate their leadership styles and workplace cultures. A key element in helping companies navigate this change is transformational leadership, which encourages employee enthusiasm and adaptation. Furthermore, corporate culture has a significant impact on maintaining operational success and influencing employee engagement. This study investigated the relationships between transformational leadership, organisational culture, and organisational effectiveness in the Western Cape's private sector, with the goal of providing insight into how these factors contribute to business success in a rapidly changing work environment.

Chapter 2: Literature Review

2.1 Introduction

The COVID-19 pandemic has drastically changed the nature of the modern workplace, posing previously unheard-of difficulties for businesses and executives. The relationship between organisational culture, leadership styles, and overall success has become a crucial field of research as companies negotiate the post-pandemic environment. In light of this pivotal time, this literature review investigates the connection between organisational culture, transformational leadership, and organisational success. Addressing the complicated demands of the post-pandemic workplace may be possible with transformational leadership, which is known for its capacity to inspire, empower, and motivate people toward a common goal. Its impact, however, cannot be completely comprehended in a vacuum. Employee adaptation, teamwork, and innovation in response to change are shaped by organisational culture, which both reflects and facilitates leadership impact. In times of disruption, like the COVID-19 pandemic, transformational leadership is essential for controlling internal dynamics. According to Santoso et al. (2022), it is especially useful for firms dealing with crises since it improves employee engagement, productivity, internal communication, and relational satisfaction. The post-pandemic era represents an important junction of leadership and cultural adaptability. While transformational leadership is viewed as an essential resource for overcoming crises by increasing employee engagement and productivity, its success cannot be assured in isolation. The crisis that needs such leadership also compels a fundamental realignment of organisational culture with new environmental realities. This presents a possible contradiction for leaders. Spicer (2020) argues that there is a major risk of 'hysteresis', which occurs when an organisation's culture fails to keep up with broader societal changes. As a result, a transformational leader's efforts may be rendered ineffectual if they are unable to concurrently steer and implant an adaptive culture that is aligned with the new, often virtual, realities of the workplace.

Existing literature has extensively examined transformational leadership, organisational culture, and organisational success as individual constructs or in partial relationships, particularly in pre-pandemic and pandemic contexts. This dynamic interplay, rather than examining each construct separately, is critical to understanding post-pandemic organisational efficiency. Therefore, there is a significant knowledge gap in the interactions between all of these variables in the post-pandemic workplace. Workplace settings have been drastically

altered by the pandemic, hastening the transition to hybrid models, digital integration, and changing employee expectations.

Using current empirical research and well-established frameworks, this chapter explores the theoretical and practical facets of these interrelated domains. This review sought to provide insights into how firms might align leadership and culture to prosper in the post-pandemic environment by placing these components in that perspective.

2.2 Key Terms Defined

Table 2.1:

Definitions of Key Terms

Key terms	Definitions
Transformational leadership	According to Bakker et al. (2022), transformational leadership is a leadership style that uses charisma, intellectual engagement, motivational influence, and individualised support to push people to put group goals ahead of personal interests. This allows leaders to inspire change, improve collaboration, and boost organisational performance through vision, action, and impact (Bakker et al., 2022).
Post-pandemic	Regarding the COVID-19 pandemic, post-pandemic describes the time after the virus's global spread has been contained (Raimi & Kah, 2022). Following the catastrophic disruption of workplaces and enterprises caused by the COVID-19 pandemic, this is a transitional period when the national and international economies will resume full-scale, regular business operations (Raimi & Kah, 2022).
Organisation culture	According to Bogale and Debela (2024), Edgar Shein explains organisational culture as a set of common values, assumptions, and beliefs that have been developed by a group of people who work for the same company and that serve as a guide for their behaviour (Bogale & Debela, 2024).

Organisational effectiveness	The ability of an organisation, group, or business to achieve its objectives is known as organisation effectiveness (Titus & Hoole, 2021).
Theoretical framework	A theoretical framework challenges and expands on current knowledge within the constraints of a certain lens and aids in the explanation of a phenomenon through that lens (Luft et al., 2022). The framework influences the questions posed, directs the process of gathering and evaluating data, and provides guidance for discussing the study's findings (Luft et al., 2022).
Conceptual model	The researcher's interpretation of the key ideas being studied is expressed in a conceptual framework or model (Luft et al., 2022). It covers necessary research areas identified in literature studies and incorporates the assumed links between ideas (Luft et al., 2022).
Mediating variable	According to MacKinnon et al. (2006), a mediator variable is the one that mediates the relationship between independent and dependent variables.

2.3 Transformational Leadership

2.3.1 *The Concept of Transformational Leadership*

Burns' book *Leadership* (1978) is typically cited as the starting point for the notion of transformational leadership as a significant leadership methodology. Sun et al. (2017) assert that the goal of leadership is to inspire subordinates to strive towards higher objectives rather than their own short-term interests. Additionally, according to Sun et al. (2017), transformational leadership prioritises achievement and self-actualisation over security and safety. Numerous academics have significantly advanced transformational leadership since the 1970s. According to Sun et al. (2017), their study looked at the qualities and actions of leaders as well as how they interacted with the environment.

According to Bass and Riggio (2006), the purpose of transformational leadership is to literally change the minds and hearts of individuals as well as entire organisations (Udovita, 2020). It also aims to broaden vision, insight, and understanding, clarify purposes, make actions consistent with beliefs, principles, or values, and bring about long-lasting, momentum-building

changes (Udovita, 2020). Even though Bass' transformational leadership theory was developed in the 1970s, it is still a useful leadership strategy employed today. Authentic leadership never changes; only the circumstances in which it is applied do (White, 2022).

According to Andriani et al. (2018), the emphasis on mutuality decreases the likelihood that leaders will act in an unethical or coercive manner towards followers, increasing the likelihood that followers and leaders will cooperate for the common good. In addition, transformational leadership stands in contrast to leadership that upholds the status quo. Many people believe that transformational leadership embodies true leadership because research demonstrates that it works towards a goal and action that has never been accomplished before (Andriani et al. 2018).

This leadership style was found to have four dimensions, namely idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration (Udovita, 2020).

Table 2.2:

Four Dimensions of Transformational Leadership

Dimension	Definition
Individualised Consideration	<ul style="list-style-type: none"> • Leaders provide followers with coaching and instruction according to their individual needs (Udovita, 2020). • Instead of seeing followers as a group, treat them as distinct individuals (Udovita, 2020). • Prioritises open communication and supportive leadership in order to spot possible problem areas (Udovita, 2020). • Promotes followers' personal growth by offering tailored assistance (Udovita, 2020). • Emphasises the importance of respect and acknowledges the work of every team member (Udovita, 2020). • To help followers reach both organisational and personal objectives, leaders modify coaching and mentoring approaches (Udovita, 2020).
Intellectual Stimulation	<ul style="list-style-type: none"> • To address problems, leaders ask followers for a range of viewpoints (Udovita, 2020).

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- Promotes original thought and questions accepted wisdom (Udovita, 2020).
 - Encourages people to build their own independent thought processes (Udovita, 2020).
 - Leaders encourage followers to ask questions and seek guidance (Udovita, 2020).
 - Gives leaders the chance to get feedback from followers in unforeseen situations (Udovita, 2020).
 - Inherently present in the social sector, as workers are motivated by the direct results of their labour (Udovita, 2020).

Inspiring Motivation

- Leaders give their supporters hope for the future (Udovita, 2020).
- To inspire followers, present a compelling vision (Udovita, 2020).
- Describe the necessary steps and positive future goals (Udovita, 2020).
- Encourage confidence in followers' capacity to succeed (Udovita, 2020).
- Paint a compelling image of the key points to concentrate on (Udovita, 2020).
- Promote teamwork and create enthusiasm, especially for difficult assignments (Udovita, 2020).
- Encourage followers to work harder while taking into account their unique abilities in order to preserve organisational optimism (Udovita, 2020).

Idealised Influence

- Encourages pride, respect, and trust by allowing followers to identify with leaders' strong moral standards (Udovita, 2020).
 - Frequently linked to charm (Udovita, 2020).
 - In order to create a great organisation, leaders put the demands of others above their own (Udovita, 2020).
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- The importance of mutual support and trust is emphasised by leaders who share fundamental values and ideas (Udovita, 2020).
 - Setting a good example and influencing people in a favourable way through respect, trust, and openness are essential components of this dimension (Udovita, 2020).
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Although transformational leadership has received a lot of praise for its capacity to motivate and propel organisational change, a number of scholars have questioned its conceptual coherence, cross-context applicability, and possible drawbacks, providing a range of viewpoints on its theoretical and practical implications. A disadvantage of transformational leadership was identified, where Anderson and Sun (2015) offer a critique of this style of leadership. According to Anderson and Sun (2015), while transformational leaders tend to motivate and inspire, their significant influence may inadvertently restrict followers' capacity to participate in networking activities. They discovered that when leaders display fewer transformational behaviours, there is a larger correlation between their encouragement of networking and followers' active participation in it (Anderson & Sun, 2015). This implies that transformational leadership may, in certain situations, limit followers' access to their leaders' social capital, underscoring a possible drawback of this leadership approach in terms of encouraging autonomous networking and outside relationships (Anderson & Sun, 2015).

Secondly, in their 1997 critique of transformational leadership, Van Geit and Pol Coetsie expressed doubt on the effectiveness of the Multifactor Leadership Questionnaire (MLQ), which is used to quantify it. They contend that a halo effect may affect MLQ scores, making it difficult for respondents to discern between the four sub-dimensions of transformational leadership: inspiration, charisma, intellectual stimulation, and individual consideration. This lack of distinction implies that rather than being seen as separate actions, respondents frequently view these dimensions as components of a single leadership construct. Furthermore, Van Geit and Pol Coetsie (1997) point out that the significant intercorrelations between these dimensions may make it more difficult to develop differential MLQ profiles for real-world applications.

Thirdly, Spoelstra (2009) criticises transformational leadership's dynamic character, highlighting its conceptual instability over time. Spoelstra (2009) points out that this strong cultural viewpoint has subsequently lost favour because it has been linked to harmful

organisational practices like pressuring individuals to adopt rigid identities. The perception of the transformational leader has changed throughout time, moving from one of a strong, heroic figure to one of a mentor who is committed to helping staff members develop personally. Rather than reflecting scientific advancements, Spoelstra (2009) contends that these conceptual changes are a reaction to evolving management trends, such the emergence of authentic leadership. This criticism highlights the necessity of evaluating transformational leadership critically as a managerially influenced concept, casting doubt on its theoretical coherence and suitability for use in modern organisational settings.

Fourthly, Kark (2004) draws attention to a gendered aspect of transformational leadership, offering both encouraging discoveries and significant drawbacks. According to studies, women are more likely than men to be seen as displaying transformational leadership behaviours. For example, research indicates that men score better on transactional and laissez-faire leadership styles, whereas women score higher on transformational leadership factors. Considering the proven correlation between transformational leadership and successful organisational outcomes, this distinction is important. Kark (2004), however, also notes that these results are inconsistent, with some research completely ignoring gender differences. Furthermore, rather than exploring more complex or novel gender-specific theoretical advancements, a large portion of the research in this field tends to rely on well-established frameworks. Deeper theoretical investigation is still required, even if the area has begun to include viewpoints such as role-congruity theory to examine the relationship between gender and leadership styles. These criticisms highlight how crucial it is to take gender dynamics into account while studying transformational leadership in order to comprehend its applications and effectiveness in various organisational settings.

Fifthly, further investigation into this leadership style in various situations revealed that transactional leadership is more effective, particularly in the Nigerian banking industry, according to a study (Fasola et al., 2013). The study's findings indicated a weak but favourable correlation between transformational leadership and employee commitment. As a result, employees' dedication is not being greatly increased by this leadership style. Nonetheless, the study's findings demonstrated that transactional leadership approaches have a greater effect on Nigerian bank employees' dedication than transformational approaches (Fasola et al., 2013). According to the study, the best way to encourage employees to be productive in such an environment is to recognise and reward them for their efforts. Fasola et al. (2013) define transactional leadership as a leadership style that emphasises encouraging followers or subordinates through the exchange of promises, rewards, and recognition.

A study that examined the relationship between geographically separated teams within an organisation and team performance is another example of transformational leadership's drawbacks (Chaplin-Cheyne, 2021). According to Chaplin-Cheyne (2021), when teams are located in various regions, transformational leadership has less impact on employee performance. This occurs when employees question a leader's authenticity since they are unable to build a personal rapport with them in person (Chaplin-Cheyne, 2021). The case study findings were that as geographical dispersion increases, a leader's ability to influence communication diminishes, which directly affects team performance, and this results in team misalignment (Chaplin-Cheyne, 2021). The influence of the transformational leader using remote/hybrid models is at stake in the private sector, because the sector is made up of numerous large corporations that are geographically scattered.

Finally, the Chief Executive Officer (CEO) of the Theranos affair is a real-world example that can be examined in terms of the negative or dark aspects of transformational leadership. With just a few droplets of blood, the CEO, Elizabeth Holmes, intended to create a gadget that could perform hundreds of diagnostic tests. However, the company could not get the device to function. To gain time to address the issues with the gadget, Holmes deceived investors, the public, and even her own staff. More than 200 blood tests served as proof that the business was promoting. None of these findings could be considered reliable. Additionally, the CEO is accused of lying about the size of the company's profits. Her falsehoods were eventually exposed, and she was accused of numerous fraud and conspiracy charges. The Theranos affair serves as a reminder of the moral dangers that come with idealised influence, one of the aspects of transformational leadership. This instance serves as an example of how unchecked transformational leadership can result in blind loyalty and produce the appearance of success, which can have disastrous results.

Most of the research that has already been published about transformational leadership has concentrated on its conceptual development, gender dynamics, and measurement difficulties (Kark, 2004; Spoelstra, 2009). There is still a significant gap in addressing the real-world implementation of transformational leadership in the post-pandemic workplace, even though this research has significantly advanced our understanding of its subtleties. Given the organisational landscape's quick change and the continuous difficulties leaders encounter in the unstable environment of today, this disparity is especially worrisome.

Transformational leaders are especially suited to inspire and motivate their teams in the face of extraordinary global change and uncertainty, directing them toward creative solutions and organisational success. The modern era's rapid pace of change calls for strong leadership to

manage this volatility, as Moradi Korejan and Shahbazi (2016) contend. In order to steer their organisations through times of upheaval and uncertainty and enable staff members to contribute to the organisation's future success, leaders who exhibit transformational abilities are crucial (Moradi Korejan & Shahbazi, 2016). Yet, existing literature has not delved far enough in examining how transformational leadership functions in the post-pandemic workplace, where rapid shifts in labour dynamics, organisational culture, and technology have drastically evolved how businesses operate.

Further investigation revealed that the experience of the pandemic has prompted enterprises to swiftly confront the COVID-19 challenge by putting new protocols and managerial techniques into place to adjust to the changes that the pandemic brought about (Massoud et al., 2023). A thorough and long-term evaluation of organisational and administrative procedures is necessary as organisations move past the pandemic era (Massoud et al., 2023). This may indicate what is known as the post-pandemic workplace, which may appear to be the new standard of labour following the COVID-19 pandemic (Boccoli et al., 2024). The way we work and engage with one another has changed significantly in the post-pandemic workplace due to the shift's organisations have undertaken, with a growing trend towards a virtual workplace (Boccoli et al., 2024). This is made feasible by the remote working models that were adopted by many organisations during the COVID-19 pandemic and that many have chosen to stick with. The definition of remote work is defined as a form of employment where the employer and employee are based in different places and communicate by email, fax, or the Internet to exchange technical tasks and results (Chychun et al., 2023). Further, additional research demonstrates that the majority of organisations are working remotely (Porkodi, 2022). Due to technological advancements, the organisation must embrace digital technologies to mentor its colleagues effectively and virtually in order for remote work to be successful (Porkodi, 2022). However, in order to adjust to the transformation, the organisation is going through, post-COVID operations would require not just a change in management strategies but also a shift in the mindset of employees and the entire team of organisations (Porkodi, 2022).

Since leaders now have to effectively lead teams through technological advancements, drive digital initiatives, and foster adaptability in an increasingly digital-first environment, the need for digital leadership has increased due to the rapid digital transformations that organisations underwent during and after the pandemic. A leader with a digital transformation perspective who sees and seizes chances to make prompt, well-informed leadership decisions for the success of the company is known as a digital leader (Tigre et al., 2024). According to Tigre et al. (2024), a digital leader presents a clear vision for the digital process and implements tactics

to make it a reality. Digital leadership plays a critical role in the post-pandemic workplace especially with the incorporation of remote work. Running organisations and their specific teams remotely are referred to as virtual teams. A group of individuals or stakeholders who collaborate from several locations is known as a virtual team (Garro-Abarca et al., 2021). Utilising technology for business, such as holding stakeholder or project meetings using Zoom or Microsoft Teams, is another characteristic that distinguishes virtual teams from in-person ones (Garro-Abarca et al., 2021). Since we have people working from various locations and this is not a standard controlled setting, leadership is crucial in persuading staff to complete duties (Garro-Abarca et al., 2021). Given that it improves employee motivation, performance, and satisfaction, transformational leadership appears to be necessary in this context (Garro-Abarca et al., 2021). Examining how organisations approached the situation in its entirety, it was discovered that several managers and executives are urging staff members to resume their pre-COVID-19 work habits following the COVID-19 epidemic (Porkodi, 2022). Various plans and policies are being developed and put into action to accomplish this (Porkodi, 2022). However, based on their performance findings during the pandemic, many firms also set the standard for working remotely in most crucial situations (Porkodi, 2022).

While many studies have examined transformational leadership and its effects on people and organisations in traditional, in-person work environments, relatively few have examined these issues in remote work settings, primarily focusing on the effects of transformational leadership on virtual teams (Boccoli et al., 2024). Purvanova and Bono (2009) conducted an experimental investigation that revealed evidence for the function of transformational leadership in virtual teams (Boccoli et al., 2024). The most successful leaders were those who advanced their transformational leadership in virtual teams, as Purvanova and Bono (2009) showed, and the impact of transformational leadership on team performance was greater in virtual teams than in in-person ones. Additionally, it has been shown that transformational leaders have the power to affect how workers view and embrace workplace digitisation (Boccoli et al., 2024).

Furthermore, in the face of uncertainty and upheaval in the post-COVID-19 era, resilience is viewed as a crucial component for an organisation's long-term effectiveness (Porkodi, 2022). According to Xiao and Cao (2017), organisational resilience is the response or reaction of the organisation that has been destroyed, emphasising the capacity to recover and grow in a context of uncertainty, discontinuity, and emergence. This indicates a significant demand for businesses that have already adapted to the post-pandemic workplace and are still doing so. When examining the private sector, or any industry, it is crucial to recognise that there are companies of various sizes. Investigating this hypothesis revealed that, in contrast to large

firms with stable and clearly defined organisational structures, small and medium enterprises (SMEs) were most impacted by global economic shifts like the pandemic (Porkodi, 2022). Effective leaders typically play crucial roles in assisting their employees in overcoming risks and reducing fear and anxiety during organisational crises like the COVID-19 pandemic (Kim et al., 2023). Managerial levels were often seen to be the source of leadership during the pandemic (Kim et al., 2023). According to Kim et al. (2023), a system in which entities at different levels collaborate to create a robust organisation is said to be resilient. This suggests that achieving organisational resilience requires collaboration and teamwork among employees, as well as with the management and leaders of their respective organisations. Through regular communication with staff members to educate them of the current crisis and provide clear strategic instructions to allay their fears and avoid anomie brought on by future uncertainty, the leadership role in fostering resilience became essential (Kim et al., 2023). According to Paeffgen et al. (2023), there is a positive correlation between transformational leadership and organisational resilience. This is because transformational leadership can help employees develop resilience, which in turn helps the organisation (Paeffgen et al., 2023). The conceptualisation and theoretical bases of transformational leadership analysed above, were mainly developed in pre-pandemic organisational settings, uncovering a significant gap in the current understanding of this leadership model. Although current research addresses digital leadership skills, there is still a significant gap in comprehending how transformational leadership behaviours, especially inspirational motivation and individual consideration, are adapted to virtual and hybrid work settings where physical presence is not the main form of interaction. The significant changes in workplace dynamics after COVID-19, marked by remote teams and digital communications, require a rethinking of how transformational leaders create emotional ties, encourage intellectual engagement, and uphold organisational culture across various formats at once. This creates a considerable gap in literature that requires additional investigation, particularly focusing on how dimensions of transformational leadership arise, are viewed, and continue to be effective in digitally-mediated and hybrid organisational settings. Now that a conceptual knowledge of transformational leadership has been formed, it is critical to look at how this leadership style really appears in organisational contexts.

2.3.2 Transformational Leadership in Practice

According to the aforementioned, it is necessary to comprehend what transformational leadership actually looks like in action. In organisational contexts, managers, supervisors, team

leaders, and other individuals in official leadership roles are usually in charge of exhibiting and putting transformational leadership into practice. There are several aspects of leadership in an organisational context. One straightforward approach to see a leader's role in an organisation is that they use managerial functions to create order and adapt for ongoing progress (Erden & Yaşlıoğlu, 2020).

It is evident that ordinary managers and leaders manage a wide range of situations throughout their daily work schedules and take on a variety of responsibilities inside their organisations. We can go one step further by realising that organising, leading, managing, and planning should be the fundamental duties of management (Alatawi, 2017). These managerial functions are no longer sufficient for the 21st century, because of the dynamic nature of our workplace and the ongoing changes in the business's macroenvironment (Alatawi, 2017). Retaining employees is one of managers' top priorities and is more important now than ever (Alatawi, 2017). According to Alatawi (2017), managers should adapt their management approach to the constantly shifting internal and external contexts of today. Having stated that, recent research explains that organisations now require more transformational leadership. Alatawi (2017) asserts that transformational leadership is a favourable managerial approach in a variety of organisational environments. This results from transformational managers giving employees a clear vision, serving as mentors, creating a positive work environment and paying attention to their needs (Alatawi, 2017). In practice these leaders provide employees' with job purposes and challenge them, they also involve them in decision-making, promote autonomy and foster teamwork (Alatawi, 2017). They serve as role models for their personnel, and the incorporation of supportive leadership or supervisory support is one element that sets transformational leadership apart from other managerial philosophies (Alatawi, 2017).

Looking at this from a wider perspective, organisations will require more suitable leadership to guide them since the global business climate may contain a significant degree of uncertainty (Ghasabeh & Provitera, 2017). Because they might be more inventive and creative, transformational leaders would be more necessary in light of the rapid changes that have taken place in both the internal and external environments (Ghasabeh & Provitera, 2017). According to literature, transformational leadership has produced positive outcomes for organisations. For instance, transformational leaders inspire followers to develop fresh concepts and innovations for successful business outcomes and influence employees' personal interests to coincide with those of the organisation (Ghasabeh and Provitera, 2017). It can be inferred that, in practice, when organisations are influenced by internal or external environmental factors particularly those necessitating adaptive changes the transformational leadership style emerges as highly

effective. This leadership approach is especially advantageous in addressing uncharted or unprecedented challenges, as it fosters a collaborative environment. By promoting a shared responsibility for navigating complex issues, transformational leaders create opportunities for employees to actively contribute to solution development, thereby enhancing organisational adaptability and resilience. The notion that transformational leadership is essential to manage organisational change by introducing new ideas and opportunities and modifying existing practices and structures supports this viewpoint (Chan, 2019). This leadership style fosters an environment that is favourable to transformation and ongoing improvement by encouraging personnel to approach problem-solving inventively (Chan, 2019). A collective change in corporate mindset that is necessary for accepting change is also fuelled by transformational leaders, who inspire and impact employee behaviour (Chan, 2019). When managing complicated transformations, transformational leaders' capacity to uplift and intellectually challenge their employees is essential because it synchronizes individual contributions with overarching organisational objectives, guaranteeing a flexible and united workforce (Chan et al., 2020). The following section presents two practical case studies that illustrate the application of transformational leadership principles in post-pandemic contexts

Gradinaru et al. (2020) analyse Jeff Bezos's leadership style at Amazon to give a practical example of transformational leadership. The study emphasises how transformational leadership is essential for helping businesses adapt and prosper in post-pandemic, fast-paced business contexts. The study shows how Bezos's leadership values helped Amazon to grow from an online bookshop to the biggest online retailer in the world utilising a qualitative methodology and secondary sources. Bezos's customer-centric strategy, which cultivates a culture of trust and empowerment among his teams, is a prime example of transformational leadership. Furthermore, Bezos' emphasis on innovation and lifelong learning reinforces his adherence to transformational leadership ideals. For instance, Amazon's core value of nurturing a passion for invention demonstrates the company's dedication to encouraging employees' inventiveness and flexibility. Amazon has been able to stay competitive and adapt to changes in the market thanks to this cultural emphasis on innovation. The report also highlights Bezos's tenacity and drive to accomplish objectives, which resulted in a common company culture. This was demonstrated by the Get Big Fast approach, where staff members recognised the value of quick expansion and unrelenting work to gain a competitive edge. Bezos was able to strike a balance between professional discipline and a culture of performance and excellence by inspiring his teams without becoming unduly attached to them. In conclusion, Bezos's use of transformational leadership concepts such as motivation, simplification, facilitation,

creativity, and resolve has been crucial to Amazon's success, according to Gradinaru et al. (2020). This case study demonstrates the value of transformational leadership in post-pandemic environments, when organisational sustainability and performance depend heavily on vision, empowerment, and adaptation. This paradigm could be expanded by researchers to investigate the application of transformational leadership in diverse industries to tackle dynamic challenges in a world that is changing quickly.

Young et al. (2021) highlight how leadership development programmes can be transformed by the Powerful Learning Experience (PLE) paradigm, especially in the post-pandemic age. The ten characteristics of the framework encourage dynamic, problem-based, and contextualised learning processes that give future leaders transferable abilities that they may use to tackle challenging situations. By emphasising the development of leaders who can motivate, adjust, and innovate in dynamic settings, this strategy embodies the fundamental principles of transformational leadership. Due to the disruptive nature of the COVID-19 pandemic, leadership development has changed, requiring educators to reconsider long-standing methods. The effectiveness of the PLE framework in bridging the gap between theoretical knowledge and real-world leadership is demonstrated by Young et al. (2021). By encouraging qualities like resilience and creativity, this experiential learning changes the participants' image of themselves as leaders as well as their understanding of leadership. The worldwide crisis made it clear that leaders must be prepared to handle difficult changes, like moving from face-to-face to virtual settings. In line with the tenets of transformational leadership, individualised attention and intellectual stimulation, these programmes allow candidates to immerse themselves in the realities of leadership. In order to revamp or improve leadership development programmes, Young et al. (2021) call for a broader implementation of the PLE framework. Educational institutions can better train future leaders to address changing challenges by implementing these qualities, demonstrating transformational leadership in action. The PLE framework is an essential instrument for post-pandemic leadership development because it guarantees that leaders are prepared to motivate and guide in situations that are becoming more complicated and ambiguous.

It is clear that the contemporary workplace has changed from what it was before the pandemic when considering the environment transformational leaders operated in. Organisations are currently employing a combination of working remotely, being entirely in-person, or implementing a hybrid working strategy. Many organisations have adopted remote work as a result of the unprecedented changes brought about by COVID-19, according to Boccoli et al. (2024). More flexible work schedules and improved work-life balance were two benefits that

many employees received from working from home (Tautz et al., 2022). However, managers or leaders of organisations may encounter additional difficulties, particularly in assuring followers' cooperation and team involvement (Tautz et al., 2022). Given this significant change in the workplace, it is evident that transformational leaders have had to come up with new and creative approaches to effectively manage employees and encourage employee engagement (Craig, 2024). Therefore, in order to guarantee that organisational objectives are fulfilled, remote leaders need to establish rapport with their followers and communicate clearly (Makowski, 2023). It is crucial to recognise that the communication medium has shifted to a virtual platform, requiring leaders to be proficient in using digital communication technologies (Boccoli et al., 2024). This is significant because proficient use of digital communication technologies by leaders can foster a feeling of social presence, which in turn strengthens the impression that the supervisor is supporting them (Boccoli et al., 2024). Accordingly, transformational leaders improve the quality of their psychological presence in a remote work environment when they exhibit digital communication skills (Boccoli et al., 2024).

The transformational leadership style appears to be a great fit for the new working settings when considering this demand in a remote working setting (Makowski, 2023). Transformational remote leaders must make sure that remote workers have the infrastructure, tools, and technical support they need for this new mode of operation (Craig, 2024). Additionally, transformational remote leaders must come up with innovative ways to teach and assist employees in embracing a new culture and help employees to understand online professional etiquette such as how to behave appropriately in a virtual meeting (Craig, 2024). Additionally, other studies have shown that, when combined with social support, transformational leadership and work engagement in conventional work environments are positively correlated (Boccoli et al., 2024). Therefore, transformational leaders could have an immense impact on engagement levels, according to Boccoli et al. (2024). Leaders could accomplish this by offering their team members support (Boccoli et al., 2024). Through their distinct characteristics, transformational leaders may be able to lessen the physical isolation that distant workers endure as a result of remote work (Boccoli et al., 2024). However, considering the current situation and the transformation that organisations are going through, it might be necessary for leaders to improve their abilities to uphold positive relationships with their team, including setting up frequent one-on-one check-ins. This will raise the perception of support. Given the aforementioned, there has not yet been a full investigation of the connection between transformational leadership and remote work engagement (Makowski, 2023). Accordingly, there is a theoretical gap since additional scholarly study is required to

determine the relationship between transformational leadership and job engagement in distant settings (Makowski, 2023). Additionally, as existing literature recommends transformational leadership based on its success in a face-to-face work environment, more research is required to determine whether this leadership style works well in remote work forms (Makowski, 2023). Organisations in a variety of sectors and industries who engage in full or partial remote operations have practical challenges as a result of a theoretical gap in the literature (Makowski, 2023). This gap offers intriguing prospects for empirical research to investigate if established transformational leadership skills are still effective in post-pandemic environments, or if completely new hybrid skills that integrate transformational traits with digital-savvy leadership abilities are necessary. Therefore, more research on the function of transformational leadership in the post-pandemic workplace is essential. Such studies would yield important information about how this leadership approach might be used to support long-term success, creativity, and resilience in businesses negotiating a rapidly changing environment. In light of the growing significance of transformational leadership in the current dynamic and uncertain environment, filling this knowledge gap is essential to the advancement of the field's theoretical and applied expertise. With a practical grasp of transformational leadership's application, the next section explores how it affects important organisational outcomes.

2.3.3 The Impact of Transformational Leadership on Organisational Outcomes

Organisational success is a multidimensional concept that can be evaluated through various perspectives. The notion of organisational success, as explained by Singh et al. (2015), uses the organisation's financials to assess its performance solely. However, organisational effectiveness is a more comprehensive concept that encompasses more than just an organisation's financial reports as a measure of its effectiveness (Singh et al., 2015). It also includes other metrics like customer satisfaction, operations effectiveness, corporate social responsibility, and other outcomes that go beyond the organisation's financial quantification (Singh et al., 2015).

An organisation's financial performance will always remain the conventional approach to determine its effectiveness. Organisations can monitor, assess, and evaluate their financial health using the use of financial metrics like their accounting department (Haddadi & Yaghoobi, 2014). According to Haddadi and Yaghoobi (2014), gaining knowledge of these measures will put you in a better position to assess the company's financial performance. Using this information, organisational leaders can decide which parts of the company are not working well and execute departmental or team realignment initiatives to help achieve important

strategic goals (Haddadi & Yaghoobi, 2014). This will enable the organisation's management to understand from financial reports where they may improve the effectiveness of the organisation by taking proactive or reactive measures (Haddadi & Yaghoobi, 2014). Operational performance, the second metric for measuring organisational effectiveness, includes quantifiable components of an organisation's process outcomes, like inventory turns, manufacturing cycle time, and reliability (Azim et al., 2015). According to Azim et al. (2015), business performance metrics like market share and customer satisfaction are impacted by operational success. The business's production and labour input are examined by this indicator, which assesses the company's performance from an operational standpoint (Azim et al., 2015). The firm's philosophy dictates how it should set up its operational procedures to best satisfy the demands of its market players when viewed through the lens of an organisation effectiveness measuring indicator (Panigrahi et al., 2022). One aspect of business performance is the overall effectiveness, efficiency, and adaptability of an organisation (Panigrahi et al., 2022).

Lastly, the effectiveness of the organisation's stakeholders is a measure of its effectiveness. Because of the direct impact that stakeholder happiness, involvement, and support have on an organisation's sustainability, reputation, and overall effectiveness, this indicator is important in assessing organisational effectiveness (Titus & Hoole, 2021). According to Titus and Hoole (2021), stakeholders and leadership must collaborate in order to take the initiative and realise the organisation's goal while utilising human resources. Furthermore, moral feeling drives stakeholders, explaining their identity, values, and interpersonal relationships (Titus & Hoole, 2021). An organisation must consider its objectives and how it wants to be assessed by internal and external stakeholders in order to achieve Organisation Effectiveness (Titus & Hoole, 2021).

Furthermore, Suifan et al. (2019) describe it as encompassing both financial measures, such as profitability and market share, and non-financial aspects, including efficiency, effectiveness, and the quality of goods and services delivered. This suggests that organisational effectiveness provides a comprehensive metric for understanding the effectiveness of processes and activities within an organisation. Additionally, it functions as a vital benchmark for assessing the achievement of organisational goals and objectives, offering insights that can guide future strategies and outcomes (Suifan et al., 2019).

Organisational effectiveness, as previously discussed, is influenced by various factors, with leadership being a key determinant (Suifan et al., 2019). Leadership has long been acknowledged as a key component of organisational effectiveness and is described as the

process of directing people's behaviour toward the accomplishment of a particular objective (Strukan et al., 2017). Numerous studies highlight how leadership has a significant impact on a range of corporate performance factors, highlighting its crucial role in determining workplace outcomes. This demonstrates unequivocally that organisational effectiveness is directly impacted by and influenced by leadership (Strukan et al., 2017). Among the different leadership styles, transformational leadership has been identified as having a direct and positive impact on workplace performance. Lin et al. (2022) assert that both transformational and transactional leadership have an impact on the effectiveness of a business. The author suggests that by working for the good of the group and the organisation, transformational leaders set an example for their followers (Lin et al., 2022). This leadership approach fosters an environment where employees are motivated to align their behaviours with organisational goals, often going beyond their self-interest to prioritise the broader success of the organisation. Even though earlier research has shown that transformational leadership has a significant direct impact on success, new data suggests that this relationship may be less pronounced in post-pandemic, digitally mediated contexts, calling for a closer look at mediating factors like culture (Khan et al., 2023).

The above highlighted several measurement methods and objective metrics utilised to evaluate the measurements of organisation success. However, this literature was mainly carried out in pre-COVID-19 organisational setting defined by conventional workplace frameworks and standard performance metrics. The essential disruption to organisational functions, changed priorities toward resilience and adaptability, and modified definitions of success in the post-pandemic period indicate that traditional outcome metrics might no longer sufficiently reflect the complete range of transformational leadership effectiveness. This temporal discrepancy highlights a significant gap in existing literature that requires thorough exploration of how transformational leadership affects modern organisational results, particularly assessing the relevance of conventional success metrics and pinpointing new success indicators that align with the changed priorities and operational contexts of post-pandemic organisations. Although promoting constructive organisational change has long been linked to transformational leadership, its effectiveness is not a stand-alone phenomenon. Whether leadership efforts are welcomed, opposed, or resulted in long-lasting effects depends critically on the environment in which they are exercised, particularly the dominant organisational culture. Therefore, a more thorough comprehension of organisational culture offers important insight into the ways transformational leadership exerts its effect, especially in dynamic and complicated settings like the workplace following a pandemic.

2.4 Organisational Culture

2.4.1 *The Concept of Organisational Culture*

The concept of organisational culture refers to the set of standards, norms, and procedures that serve as a framework for and inform team members' behaviour (Bogale & Debela, 2024). It can be thought of as an assortment of characteristics that define your business (Bogale & Debela, 2024).

There are three levels of corporate culture identified, which are assumptions, espoused ideals, and artifacts (Serpa, 2016). Any visual, auditory, or verbally identifiable elements within an organisation are included at the first level, known as artifacts (Serpa, 2016). In addition to aesthetic components like visual appeal, furniture, and elegance, these also include architectural characteristics, workplace design, layout, maintenance, and space planning (including acoustics and functionality) (Serpa, 2016). Another type of artifact that sheds light on workplace culture is dress codes. Artefacts provide visitors with their first impression of an organisation and are the most direct representation of its culture (Serpa, 2016).

According to Ibidunni and Agboola (2013), the espoused values level of organisational culture deals with the values and behavioural standards that are formally declared by the organisation. It also includes how members represent the organisation by their behaviour and common beliefs. This is expressed in the mission, vision, philosophy, and value statements of the organisation. These are frequently on display in framed posters that are thoughtfully positioned throughout the building as formal assertions of identity for the public (Ibidunni & Agboola, 2013). While organisational values become deeply established in members, influencing their views regarding collective means and objectives, the mission statement concisely articulates the company's fundamental purpose public (Ibidunni & Agboola, 2013). Usually, the company's vision reflects the fundamental shared identity and mission. Higher retention rates are a result of employee alignment with these principles, which is correlated with greater commitment, loyalty, and organisational identity public (Ibidunni & Agboola, 2013).

Assumptions represent the third level and are particularly difficult to identify from within an organisation since they are strongly ingrained and perceived as unconscious behaviour (Orey, 2021). The deepest level of an organisation's culture is found at the third level, or assumptions (Orey, 2021). Unlike the preceding level of espoused ideals, assumptions at this level are felt as unconscious behaviour and are hence not immediately apparent (Orey, 2021). Because assumptions are highly ingrained and derived from people's experiences and views, they make organisational change very challenging (Orey, 2021). These presumptions are so thoroughly

ingrained in the workplace culture that it is simple to identify them in the behaviours of management and staff (Ibidunni & Agboola, 2013). The third level of organisational culture is made up of the inner workings of human nature (Ibidunni & Agboola, 2013). The internal values of a workforce have the power to build or destroy an organisation. Organisational culture is built on shared fundamental values (Ibidunni & Agboola, 2013). These are the behaviours and attitudes that are so ingrained in society that they are occasionally invisible (Ibidunni & Agboola, 2013). However, fundamental beliefs are the foundation of culture, and objects and the plumb line that upholds them are in opposition to each other (Ibidunni & Agboola, 2013). In general, the three levels relate to the extent to which the observer can see the various cultural phenomena (Ibidunni & Agboola, 2013).

When analysing the three levels further, it was found that Schein (1985) emphasises the multifaceted relationship between organisational culture and leadership, highlighting the crucial role of espoused values and underlying assumptions. Espoused values, such as mission statements and strategic goals, are the explicit ideals that guide behaviour, while underlying assumptions are the deeply ingrained, unconscious beliefs that form the foundation of organisational culture (Wilkins, 1985). According to Wilkins (1985), leadership is significant in bridging these levels by ensuring that stated values and implicit assumptions that guide behaviour are in alignment; when this is not the case, such as when espoused values and ingrained assumptions conflict, organisational effectiveness can be affected (Wilkins, 1985). According to Schein (1985), leaders can take advantage of crises to strengthen or change the culture of their organisations. Crises put preconceived notions to the test, forcing leaders to balance preserving continuity with accepting necessary change. This viewpoint is supported by Wilkins (1985), who points out that in order for leaders to successfully lead organisations through uncertainty, they must comprehend both the visible and invisible facets of culture. Successful leaders help people learn and adapt by pushing them to reevaluate their presumptions and match them with the objectives of the company (Wilkins, 1985). In order to adapt to changes in the environment while preserving a unified and useful cultural identity, organisations must be able to cultivate a learning culture (Wilkins, 1985). In the end, an organisation's capacity to adapt and prosper depends heavily on the interaction between leadership and culture (Wilkins, 1985). Leaders need to realise that culture is a dynamic process that changes in response to both internal and external forces, as well as a stabilising force (Wilkins, 1985). Leaders maintain the relevance and effectiveness of organisational culture by resolving discrepancies between declared values and underlying presumptions (Wilkins, 1985). Schein (1985) emphasises that, in order to maintain the success of the organisation, leadership

is not just about upholding cultural norms but also about changing them when needed (Wilkins, 1985). Leaders are able to shape and integrate culture in order to accomplish long-term organisational goals because of this balance between continuity and change (Wilkins, 1985). Building on Wilkins' (1985) viewpoint, which highlights the interpretive and symbolic aspects of organisational culture, Dimitrov (2013) offers an alternative viewpoint by emphasising the structural alignment between leadership styles, underlying assumptions, and espoused values, emphasising their crucial interaction in determining the coherence and effectiveness of an organisation.

Dimitrov (2013) emphasises how underlying assumptions, leadership styles, and proclaimed values interact in complex ways and how alignment between these components is crucial for organisational success. As an organisation's publicly declared goals, espoused values, such as mission statements, rules, and operational creeds are frequently supported by its leaders to direct behaviour and decision-making (Dimitrov, 2013). Their effectiveness, however, hinges on how well they mesh with the more profound, deeply rooted cultural presumptions of the company. In order to ensure that these values align with the core ideas of staff members and promote a unified corporate identity, leaders are essential in converting these ideals into workable philosophies (Dimitrov, 2013). On the other hand, misalignment can indicate possible instability since it causes conflict between the organisation's stated vision and its actual reality. The discoveries also highlight how professed values are based on underlying assumptions, which are frequently unconscious and ingrained in the structure of a company (Dimitrov, 2013). These presumptions affect how staff members react to organisational objectives, view leadership behaviours, and communicate with one another. According to Dimitrov (2013), this dynamic is greatly influenced by leadership styles; transformational leaders, for example, are more likely to recognise and deal with these hidden cultural layers. Such leaders can improve cultural coherence and internal integration by encouraging candid conversations and questioning implicit norms. This will help to match stated ideals with fundamental beliefs (Dimitrov, 2013). This alignment improves the organisation's capacity to adjust to outside problems while also reducing the risks associated with cultural inconsistencies (Dimitrov, 2013). On the other hand, Dimitrov (2013) cautions that an organisation may experience long-term mediocrity or instability if leaders do not match their stated beliefs with underlying presumptions. Leadership approaches that ignore or fail to appropriately address these fundamental components run the danger of causing cultural dissonance, which erodes employee engagement and trust (Dimitrov, 2013). In a culture that is based on hierarchical assumptions, for instance, a leader who promotes collaborative ideals may find it difficult to

acquire traction, creating a mismatch that impairs organisational effectiveness (Dimitrov, 2013). Therefore, in order to create a resilient and cohesive environment, leaders must deeply connect with their organisational culture, aligning visible and invisible features (Dimitrov, 2013). This is made possible by the interaction between espoused beliefs, assumptions, and leadership styles.

Overall, organisational culture has an impact on every area of a company or organisation, including tone of voice, timeliness, contract conditions, and employee benefits (Bogale & Debela, 2024). The organisations employees are more likely to feel at ease, supported, and valued when your workplace culture matches their preferences (Bogale & Debela, 2024). Companies that place great emphasis on culture are better able to withstand challenging times and changes in the business environment (Bogale & Debela, 2024).

In light of the above, it is important to acknowledge that the defined concepts of organisational culture outlined were developed within organisational contexts prior to the pandemic. The work environment after the pandemic has fundamentally transitioned to a hybrid model that smoothly combines in-person and remote work formats. Thus, it is clear that organisational culture has changed significantly, as the conventional methods of transmitting, reinforcing, and experiencing culture have been fundamentally transformed. This evolution presents a strong opportunity for more extensive literature to explore how organisational culture is understood, formed, and maintained in modern hybrid work settings. It is crucial to take into account how various cultural contexts interact with and impact the practice of transformational leadership after developing a fundamental understanding of organisation culture.

2.4.2 The Interplay between Different Cultures and Transformational Leadership

Diamantidou et al. (2024) found a strong link between leadership and culture. Transformational leaders play a significant role in building organisational culture by promoting principles that people can easily absorb (Diamantidou et al., 2024). This is tied to transformational leaders' inspirational motivation, which the transformational leader will achieve by communicating the organisation's common values and inspiring people to accept them (Diamantidou et al., 2024). Diamantidou et al. (2024) found that organisational culture and transformational leadership are associated with organisational effectiveness, both conceptual and practical. Furthermore, essential stakeholders in management or leadership roles have to understand that leaders with high emotional intelligence can influence their subordinates' behaviour and establish a successful work culture (Diamantidou et al., 2024). According to Diamantidou et al. (2024), research has revealed a growing link between transformational leaders and emotional

intelligence. Therefore, transformational leaders with high emotional intelligence can foster an organisational culture that is defined by key stakeholders of the organisation that exhibit the core values that is entrenched in the organisation, which enables employees to adopt them (Diamantidou et al., 2024). When an organisation undergoes changes and executives are required to assist the firm in adapting to these changes, employees may express resistance. According to Chukwuma and Zondo (2024), researchers suggest that transformational leadership might be an effective antidote to employee resistance to change. Transformational leaders might potentially lessen psychological pain and resistance to change by developing a common vision and instilling a feeling of purpose (Chukwuma & Zondo, 2024).

According to Huang (2023), major organisations are heterogeneous in nature, but as businesses expand and grow at the rate of globalisation, they operate in increasingly different cultural circumstances. This means that business leaders are responsible for management and engagement with employees, customers, and partners from various cultures (Huang, 2023). According to Huang (2023), in a cross-cultural context, business leaders must continually face a variety of obstacles, including cross-cultural conflict resolution, maintaining diverse employee relationships, and managing different work styles. To lead teams effectively in multicultural cultures, business leaders must be equipped with the necessary skills (Huang, 2023). Leaders can better manage operations in such various work contexts by improving their understanding of different cultures through cross-cultural training and seminars (Huang, 2023). This will enable leaders to learn about cultural differences in values, communication styles, and decision-making patterns, as well as how to use these differences to foster teamwork and innovation. This allows them to better lead personnel from diverse cultural backgrounds (Huang, 2023). Furthermore, by building an open, courteous, and inclusive work environment, employees will be encouraged to embrace the organisation's diversity and collaborate to find ways to leverage these distinctions to achieve the team's common goals (Huang, 2023). This collaborative approach not only promotes teamwork, but it also reinforces the organisation's culture by instilling common values, attitudes, and conventions that foster a cohesive and high-performing workplace.

Particularly in hierarchical organisational environments, different cultures react differently to transformational leadership (Lee & Ding, 2023). In hierarchical societies with rigid regulations and a well-organised chain of command, transformational leadership, which prioritises empowering staff members through regular performance reviews, may encounter difficulties (Lee & Ding, 2023). There may be problems between the leader's empowerment-driven approach and the cultural emphasis on authority and control in these cultures since employees

are frequently prevented from expressing their thoughts and decision-making is centralised at the managerial level (Lee & Ding, 2023). Different cultural contexts can produce different results from the interaction of transformational leadership and hierarchical culture (Lee & Ding, 2023). Transformational leadership is most effective in low-hierarchical cultures, where it greatly enhances employee work performance and encourages high amounts of performance feedback (Lee & Ding, 2023). On the other hand, results are typically subpar when there is a low transformational leadership style and a low hierarchical culture because neither of these factors offers clear direction (Lee & Ding, 2023). It is interesting to note that in high hierarchical cultures, work performance can continue to be good even in the absence of transformational leadership because of the structure and predictability that the culture provides. This underscores the intricate link between leadership styles and cultural norms (Lee & Ding, 2023).

In hierarchical cultures, transformational leaders face difficulties in adjusting their approach to fit the culture of their organisations (Lee & Ding, 2023). The openness and empowerment that are essential to transformational leadership may clash with the consistency, stability, and control that are valued in hierarchical societies (Lee & Ding, 2023). Employees may receive conflicting messages regarding expectations as a result of this misalignment, which may leave them unsure about what to do (Lee & Ding, 2023). In order to be effective, leaders must strike a balance between their transformational style and cultural norms, making sure that their activities align with the organised environment while simultaneously encouraging development and performance evaluations (Lee & Ding, 2023).

In contrast, important insights into how flat organisational cultures react to transformational leadership are revealed by a laboratory team that used the kaizen philosophy in conjunction with transformational leadership principles to establish a vibrant and welcoming atmosphere (Palepu et al., 2020). In line with transformational leadership's emphasis on trust, mentorship, and incentive, this paradigm promotes shared leadership and ongoing development (Palepu et al., 2020). Under the kaizen principle, team members collaborate closely with the principal investigator (PI) in this context, exchanging experiences and discovering inefficiencies that are then addressed cooperatively by small adjustments (Palepu et al., 2020). Within the team, the transformational leadership strategy entails coaching individuals to realise their potential, inspiring team members, offering creative solutions to problems, and acting as a role model (Palepu et al., 2020). According to Palepu et al. (2020), this flat structure allows employees to take on active roles, providing ideas and leading projects based on their aims and strengths, in contrast to hierarchical cultures where decision-making is centralised. This team's success is

largely due to its emphasis on inclusivity and mentoring, which promotes trust and personal development (Palepu et al., 2020). Additionally, pronoun sharing, privacy protection, and respect for different identities are examples of behaviours that encourage inclusion and foster a safe atmosphere for all employees (Palepu et al., 2020). The title of team members do not restrict them and they are able to take on leadership responsibility, as a result of the flat culture's emphasis on shared leadership, which enables them to manage projects (Palepu et al., 2020). This contrasts with hierarchical cultures, when employees may feel restricted, and leadership is concentrated at higher levels. Transformational leadership flourishes in this flat environment because it supports the inclusive and collaborative ideals of the culture, allowing team members to grow, feel appreciated, and hire new members, all of which support the organisation's expansion (Palepu et al., 2020). The flat culture ultimately shows how transformational leadership can be successfully applied to decentralised settings (Palepu et al., 2020). Transformational leaders in such cultures can unleash the potential of diverse teams by emphasising mentorship, inclusion, and collaborative problem-solving (Palepu et al., 2020). This promotes innovation and long-term organisational effectiveness (Palepu et al., 2020). This viewpoint emphasises how crucial it is to match cultural settings with leadership philosophies in order to optimise their effectiveness.

The literature discussed above goes into considerable length to support the claim that leadership can influence an organisation's culture and its workforce as a whole. When trying to conceptualise and comprehend how transformational leadership and organisational culture interact based on the literature analysed, this section offers a thorough overview of how various organisation structures and contexts, whether local or global, have their own distinct cultures and respond differently to transformational leadership. Even if the aforementioned touched on a variety of situations, there is still a gap that assesses this relationship specifically in the post-pandemic workplace, which is the current situation that all organisations are in. The problem that is emerging is that transformational leadership and organisational culture have been thoroughly studied in various contexts, and despite the promising findings of those studies, we are unable to accurately infer or comprehend how this relationship manifests itself in the post-pandemic workplace. In order to investigate the association between the two variables in a post-pandemic workplace, there is a research gap in the literature. Building on the conversation about the ways transformational leadership works with different cultural contexts, the following section looks at the reciprocal dynamic, or how leadership affects and moulds organisational culture.

2.4.3 How is Culture Influenced by Leadership

Leadership plays a pivotal role in shaping organisational culture, with leaders serving as key influencers who guide groups toward achieving their goals (Katper et al., 2020). Organisational culture, on the other hand, represents the shared basic assumptions that a group adopts as it addresses challenges related to external adaptation and internal integration. These shared assumptions, proven effective over time, are transmitted to new members as the accepted way of perceiving, thinking, and feeling about these challenges (Katper et al., 2020).

Within organisations, leadership serves as a uniting factor by controlling, overseeing, and guiding efforts to accomplish common objectives (Muhammad et al., 2022). The work environment is greatly influenced by leaders, who also shape the effectiveness of the organisation and the experiences of its employees. Leaders are crucial decision makers who manage resources and direct organisational operations, so influencing whether the organisation achieves its goals. A healthy corporate culture is fostered by dynamic and innovative leaders who encourage innovation and flexibility. On the other hand, poor leadership can erode organisational frameworks, impeding advancement and worker involvement (Muhammad et al., 2022).

Leaders play a key role in shaping a large part of an organisation's culture by their choices, behaviours, and the ideals they uphold. In addition, an organisation's current culture has the power to mould and impact the growth and effectiveness of its leaders. As leaders try to create an environment that is in line with the organisation's objectives and values, they both affect and are influenced by the cultural framework. This dynamic interplay highlights the reciprocal relationship between leadership and organisational culture (Katper et al., 2020).

Furthermore, organisational culture has a big impact on individual competences and provides a basis for cultivating values and abilities that are in line with the demands of the company. Through the development of the skills necessary for task accomplishment and organisational success, a strong culture promotes employee growth. Employee discontent, demonstrations, and eventual organisational demise, on the other hand, might result from a weak or toxic corporate culture (Muhammad et al., 2022). Therefore, in order to ensure long-term sustainability, leaders have an obligation to foster a culture that not only supports company goals but also encourages team and individual growth.

For an organisation to be healthy, leadership and organisational culture must interact. By setting an example of desired conduct, reaffirming common values, and taking proactive measures to resolve issues, effective leaders actively create culture. A strong organisational culture can therefore help leaders perform their jobs more successfully, fostering a win-win

situation that propels the growth of the company. This emphasises how crucial leadership is in creating and preserving for a culture that supports company goals and helps employees align with them (Muhammad et al., 2022).

When investigating this relationship further, it was found that significant variation exists in the relationship between organisational culture and leadership across sectors and regions, influenced by both culturally particular elements and general leadership principles. According to Hartog and De Hoogh (2023), latent cultural expectations impact the relationship between leadership and culture by dictating standards for appropriate and successful leadership in particular situations. Leaders that adhere to these standards are typically more successful because they reflect the cultural values and expectations of their followers. Nevertheless, deliberate departures from these standards can stimulate creativity by tackling cultural blind spots or questioning conventional wisdom, indicating that the effectiveness of leadership is both context-specific and flexible (Hartog & De Hoogh, 2023).

Ly (2020) emphasises how cultural variations influence leadership practices and their effectiveness across 61 countries, based on data from the globe study programme. The programme provides a framework for comprehending the transferability of leadership behaviours and identifies fundamental cultural aspects. For example, the Western-centric approach of transformational leadership, which places a strong emphasis on shared motivation, trust, and goal alignment, frequently improves company culture. However, Ly (2020) points out that the cultural and geographic environment affects how successful these practices are. While transformational leadership practices may be highly effective in some contexts, they may also clash with local cultural norms in others, necessitating modification to attain comparable results. Furthermore, Hartog and De Hoogh (2023) stress that leadership outcomes and perceptions are strongly influenced by society values. Cultures that value individualism and assertiveness, for instance, frequently honour leaders who exhibit vision, self-assurance, and creativity.

As an illustration of how cultural frameworks greatly influence the relationship between leadership and organisational culture, collectivist societies may favour leaders that place a high emphasis on maintaining group cohesion and tradition (Hartog & De Hoogh, 2023). This variation emphasises how important it is for leaders to be sensitive to cultural differences and modify their approach to fit the particular cultural norms of their sector or area. The cultural distinctiveness of charismatic leadership is also examined by Ly (2020), who bases this on Weber's idea of a divinely inspired gift. Charismatic leaders typically show up during corporate or social crises, using their extraordinary traits and vision to motivate followers. However,

cultural expectations have an impact on how well followers react to these leaders. For example, charismatic leadership is frequently regarded as extremely effective in the United States, where individualism is greatly valued. On the other hand, countries like Mexico or Japan could have a different perspective on charismatic leadership, prioritising tradition and teamwork over individual prominence (Ly, 2020).

In conclusion, Ly (2020) and Hartog and De Hoogh (2023) show that although some leadership qualities, like charismatic and transformational leadership, may be widely appealing, their usefulness and practical implementation vary depending on the cultural and geographic setting. Organisational cultures that are in line with common values and goals can be fostered by leaders who are aware of and responsive to these cultural variables, which will ultimately increase organisational effectiveness in a variety of settings. This emphasises how important it is to use culturally aware leadership techniques when negotiating the intricacies of international companies.

In addition to being influenced by leadership, organisational culture is fundamental to how an organisation responds to obstacles, pursues objectives, and adjusts to outside forces. A large portion of the organisation's internal operations are reinforced by this cultural framework, which has a direct impact on employee engagement, communication styles, and decision-making procedures. Therefore, in the next section, organisational performance is examined as an outcome variable that is intricately linked to leadership behaviours and cultural dynamics, especially in a time of uncertainty and change.

2.5 Organisational Effectiveness

2.5.1 The Concept of Organisational Effectiveness

As the presumed dependent variable, organisational effectiveness was at the centre of this researcher's investigation. According to recent research, leadership style, organisational culture, and the ability to support learning and innovation all are determinants of organisational effectiveness. Operating an effective organisation is therefore the main objective of the workplace (Naveed et al., 2022). It is also no secret that an organisation's ability to compete with rival companies in the market is taken into consideration when evaluating its performance. As a result, in order to succeed, firms need to acquire and maintain a competitive advantage (Arnett et al., 2017). An organisation gains a competitive edge when it can build capabilities that allow it to provide customers with greater value than its rivals (Arnett et al., 2017). The more closely an organisation's stated goals and objectives match up with measurable results, the more effective the organisation is (Manoharan & Singal, 2019). Additionally, earlier

concepts employed successful methods for achieving goals, acquiring resources for systems, and aligning internal processes (Manoharan & Singal, 2019). Every one of these models has drawbacks (Manoharan & Singal, 2019). The systems approach assumes that organisations with the ability to secure environmental resources will flourish; the goal attainment approach assumes that organisations have consciously set clear goals that are well-communicated and are congruent with each other; and the internal process alignment approach assumes that efficient and harmonious internal processes alignment approach assumes that efficient and harmonious internal procedures will lead to effectiveness (Manoharan & Singal, 2019).

In the private sector, organisational culture and leadership have a direct impact on how productive an organisation is. The literature claims that leadership is a key tool for promoting effectiveness because it unites workers with the organisation's objectives, promotes change, and establishes a common vision (Hassan, 2021). Proficient leaders enable and mentor their groups, guaranteeing that organisational duties are assigned suitably and executed effectively. Along with streamlining operational procedures, this strategy fosters a productive workplace that encourages high performance (Hassan, 2021). According to Hassan (2021), organisational culture serves as a framework that influences member behaviour, directs decision-making, and guarantees conformity with organisational goals. Strong cultures are defined by common rituals, values, and conventions that support improved effectiveness and systematic stability. A unified culture can encourage excellent operational effectiveness, but it can also make it more difficult to adjust when things change. Therefore, the relationship between environmental responsiveness and cultural robustness is crucial in determining the performance of a company (Hassan, 2021). To guarantee long-term effectiveness, leaders must strike a balance between upholding a strong culture and cultivating subcultures that promote creativity and adaptability (Hassan, 2021).

Achieving effectiveness requires a positive organisational atmosphere that is shaped by leadership and culture. Positive work environments that foster collaboration, psychological safety, and employee support are linked to higher levels of motivation, dedication, and job satisfaction, which in turn lead to improved financial success and customer satisfaction (Hassan, 2021). The significance of integrating leadership, culture, and climate as critical success factors in the private sector is highlighted by the multifaceted character of organisational effectiveness, which includes both quantitative and qualitative indicators (Hassan, 2021).

However, in truth, whether a firm is successful or not is determined by its strategic constituent groups, such as shareholders, customers, or employees (Manoharan & Singal, 2019). This is

thought to be a practical way of understanding business or organisational effectiveness because shareholders are the people who invest in and finance the organisation from start-up to the furtherance of the organisations growth and their financing can crumple or keep the business afloat along with their crucial decision-making role. The idea that an organisation will collapse without clients is supported by the fact that consumers, also known as customers, are the people who pay for the goods and services provided by the organisation and that the output of the organisation depends on meeting their requirements. Finally, workers develop the goods and services that are seen as the output or end product that meets customer needs. Overall, these factors are major determinants for organisational effectiveness (Manoharan & Singal, 2019).

From an alternate perspective, work satisfaction, organisational commitment, and organisational climate are important indicators of organisational success, especially in the private sector (Reetu et al., 2022). The ability of an organisation to accomplish its objectives effectively is influenced by these factors taken together, highlighting the critical role that human resources play in promoting effectiveness. Employee commitment to organisational goals increases when they are happy in their work, according to the study, which acts as a mediator between job happiness and overall effectiveness. Furthermore, effective work settings and pleasant interpersonal dynamics are hallmarks of a positive organisational climate, which directly boosts job satisfaction and performance (Reetu et al., 2022). This interdependence highlights how important it is for management to attend to staff requirements. Additionally, the study emphasises how important staff dedication is to the success of the company (Reetu et al., 2022). In order to achieve effectiveness, committed employees are more likely to put in extra effort, uphold the organisation's ideals, and stay members for an extended period of time (Reetu et al., 2022). Given the unique work pressures, flexibility, and skill needs inherent in the private sector, and particularly in the IT industry, the findings highlight the significance of creating an environment that supports employees' commitment and satisfaction (Reetu et al., 2022). These observations offer firms important direction for putting initiatives into place that will improve overall effectiveness and employee engagement in fast-paced, cutthroat settings.

By analysing its dynamics in contrast to the public sector, Raina and Shahnawaz (2017) offer insightful information about organisational effectiveness in the private sector, with a particular focus on banks and insurance businesses. Using a quantitative survey approach, their study shows that organisational effectiveness is generally higher in the private sector, but only for two of the five variables evaluated. In addition to highlighting how sector-specific traits and organisational structure impact effectiveness, this study also highlights how private sector organisations may have unique advantages in various domains because of their operational and

structural frameworks (Raina & Shahnawaz, 2017). The research provides a thorough understanding of how effectiveness appears across hierarchical levels by focusing on both frontline and managerial staff. It is suggested that private sector firms should use these findings to improve performance outcomes and enhance processes. These observations are especially pertinent to comprehending how private sector companies might focus on areas in which they exhibit a comparative advantage in order to attain and maintain effectiveness (Raina & Shahnawaz, 2017).

Furthermore, organisational effectiveness is a multifaceted notion, and at its most basic level, an efficient business needs a positive work environment, open lines of communication, capable leadership, solid succession planning, and lots of opportunity for advancement. All of those elements should and can be measured (Burr, 2022). First, a key component of overall organisational effectiveness is leadership support (Burr, 2022). Clear vision and strategy are provided, employees are engaged and motivated, a positive culture is shaped, decisions are made based on knowledge, resources are wisely allocated, issues are resolved during crises, innovation is fostered, performance accountability is ensured, and a positive reputation with stakeholders is upheld by effective leaders (Burr, 2022). They have a profound impact on every aspect of a business, from culture and strategy to output and reputation, eventually directing it in the direction of success and sustainability (Burr, 2022). Second, each assessment should be matched with the organisation's unique requirements and long-term goals (Burr, 2022). As it guarantees that every component of the organisation's performance directly contributes to its strategic goals and sustainability, alignment of all organisational measurements with long-term business demands is essential for organisational success (Burr, 2022). This alignment facilitates informed decision-making and aids in tracking advancement toward intended results (Burr, 2022). Organisations can prioritise activities, distribute resources wisely, and adjust to shifting market conditions while keeping a clear and consistent path by concentrating on long-term business needs (Burr, 2022). For long-term success and growth, it makes sure the organisation is still adaptable, aggressive, and capable of attaining its strategic goals (Burr, 2022).

Thirdly, the quality of any enterprise resource planning or human resource information system depends entirely on the data it receives (Burr, 2022). Therefore, it is imperative to note that organisations need to make sure that the data entering your measuring system is precise and timely (Burr, 2022). The output will not add value if the input has errors and imperfections; instead, dealing with the skewed measurements that come out the other end will only become a new work to be completed (Burr, 2022). Finally, as with any change, communication to the

organisation about the progress of a new effort is essential to its success (Burr, 2022). Additionally, it is important to communicate the fundamentals of organisational effectiveness measures effectively (Burr, 2022). To make progress in the right direction, create more intelligent goals, recognise that you will need to make repairs and enhancements as often as you can, provide as much information and make sure that everyone in the organisation has access to the measurement data.

According to Kumar and Tripath (2023), the COVID-19 pandemic has resulted in major changes to an organisation's operations and how its people are handled, as well as new environmental alterations. As a result, as organisations transition into the post-pandemic age, there is an increasing demand for effective performance appraisal systems that can adapt to the new normal (Kumar & Tripath, 2023). That being stated, considering the COVID-19 pandemic, organisations must assess and change their existing performance evaluation methods to accommodate new ways of working (Kumar & Tripath, 2023). According to Kumar and Tripath (2023), one way for organisations to improve performance measurement is to implement the Management by Objectives (MBO) framework, which can be used to evaluate and align employee performance with organisational goals in this dynamic environment. This would be extremely valuable for evaluating remote employee performance, embracing digital transformation, and promoting continuous learning and growth by implementing MBO (Kumar & Tripath, 2023). A second new method to measure performance in the new organisational setting is to incorporate objectives and key results into performance appraisals (Kumar & Tripath, 2023). The objectives and key results (OKR) framework is dynamic and flexible, allowing individuals and teams to match their performance with organisational goals (Kumar & Tripath, 2023). This would be extremely beneficial to apply in organisations in their current post-pandemic setting, as OKR may foster a culture of continuous improvement, promote employee engagement, and contribute to organisational performance in rapidly changing contexts (Kumar & Tripath, 2023). This is supported by Amah and Ahiauzu (2022), who discovered that organisations with a high level of employee involvement and a strong learning orientation were better equipped to achieve their objectives and adapt to external changes. Finally, a post-COVID-19 psychological assessment can be utilised to evaluate mental health, resilience, personal development needs, and team relationships (Kumar & Tripath, 2023). Implementing assessments in organisations can provide valuable insights into employees' psychological well-being, strengths, and potential for growth (Kumar & Tripath, 2023). Another advantage of doing a psychological appraisal is that the results can be utilised to guide

talent management strategies, improve employee well-being, and contribute to a pleasant and productive work environment (Kumar & Tripath, 2023).

Given the aforementioned, according to Ahmad and Chowdhury (2024), organisational culture is crucial for promoting effectiveness, especially in the post-pandemic era when cohesiveness and flexibility are essential for overcoming difficult obstacles. Building a cohesive and flexible culture has become crucial for maintaining effectiveness and supporting effective change management activities as businesses deal with previously unheard-of changes in their operating environments. This is further supported by Khan et al. (2023), who explains that effectiveness in the post-pandemic service sector is intimately related to an organisation's ability to maintain stakeholder satisfaction, manage change, and sustain effectiveness in the face of uncertainty. According to the findings, leaders have a crucial role in creating long-lasting cultural changes because they mould the common beliefs and values that direct group efforts and problem-solving (Ahmad & Chowdhury, 2024). In this setting, culture serves as a fundamental framework that affects employee behaviour, teamwork, and decision-making, all of which are critical to the resilience and expansion of an organisation. Organisations can respond effectively to changing internal dynamics and external pressures by coordinating their culture with their aims. This ensures long-term success in a time of rapid change and unpredictability (Ahmad & Chowdhury, 2024). These revelations highlight how crucial it is to incorporate cultural change into the larger strategy plan, which makes it a vital component of organisational effectiveness in the post-pandemic environment.

According to Muzondiwa et al. (2022), transformational leadership is essential for tackling the post-pandemic era's problems, especially for multinational corporations operating in Africa. The study emphasised the intermediary function of organisational culture in promoting this link, even though it showed no direct correlation between transformational leadership and perceived organisational success (Muzondiwa et al., 2022). This emphasises how important it is for leaders to put cultural alignment first in order to manage crises, build trust, and preserve resilience in a setting that is changing quickly (Muzondiwa et al., 2022). The study also shows that transformational leaders need to adjust to new tactics, such as facilitating remote work and digital change, while maintaining organisational culture coherence and strategic alignment (Muzondiwa et al., 2022). Leaders may make a big impact on the effectiveness and flexibility of their organisations by improving staff talents and optimising internal procedures (Muzondiwa et al., 2022). These results highlight how transformational leadership and a clear organisational culture are essential for managing the challenges of the post-pandemic

workplace when considering organisational success in a larger framework (Muzondiwa et al., 2022).

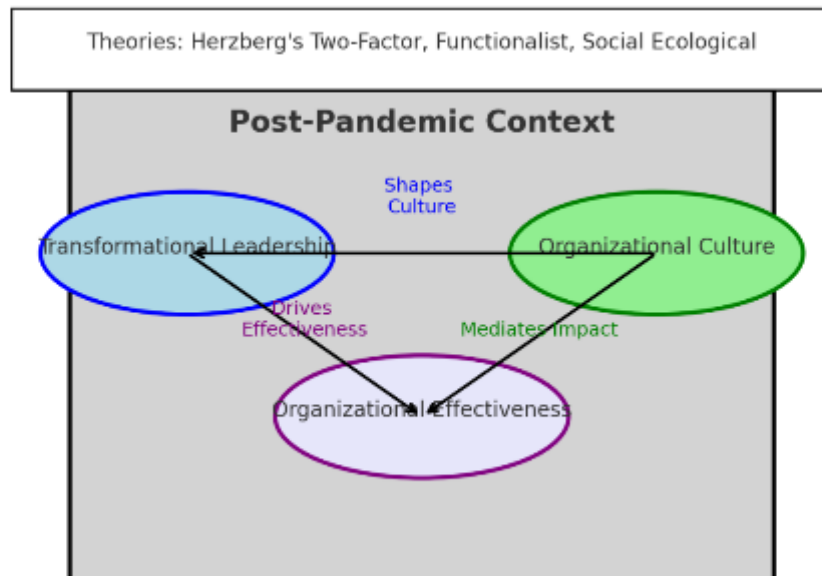
In closing, organisational effectiveness is not a concept that can be measured immediately and directly because it is so multifaceted. It was found through the above research that organisational effectiveness is a crucial concept to understand and measure because organisations need to make sure that their company is effective operationally and whether their operational output is effective in meeting customer needs and in turn overall business needs. The overview given above conveys the complexity of organisational effectiveness and the range of metrics used to evaluate performance results in organisations and in different market conditions. Traditional work paradigms have been radically changed by the post-pandemic workplace, though, with remote and hybrid work arrangements, digital collaboration tools like Microsoft Teams and Outlook, virtual client engagement tools, and remote deliverable execution becoming essential parts of organisational operations. Since success indicators within these new operational methodologies may not be sufficiently apparent by existing frameworks for measuring organisational effectiveness, this transformation has created a significant research gap in the literature. This means that empirical research into how effectiveness is conceptualised, measured, and achieved in the changing workplace landscape is necessary. Organisational effectiveness, organisational culture, and transformational leadership are all closely related and reinforce one another. The study was based on an integrative theoretical framework that incorporated ideas from the literature on organisational behaviour in order to investigate these linkages methodically. The theories that underpinned the study's conceptual model are described in the section that follows. This gives readers a basis for comprehending how culture and leadership interact to influence success in the modern organisational environment.

2.6 Theoretical Framework

2.6.1 Theoretical Framework linking Leadership, Culture and Effectiveness

Figure 2.1:

Conceptual Model: Integrating Leadership, Culture, and Effectiveness



The conceptual model (illustrated in Figure 2:1) integrates transformational leadership, organisational culture, and organisational effectiveness within the post-pandemic context. It offers a framework to analyse how these elements interact dynamically to foster resilience and adaptability in private sector organisations, particularly in the Western Cape..

When these elements were examined, it was discovered that leadership has a direct influence on the organisation's culture, which manifests itself gradually. According to Jerab and Mabrouk (2023), leadership enables the organisation's culture to change and adapt throughout time. When leaders help shape an organisation's culture, it is not a one-time event; instead, leaders play an important role in sustaining it over time. Their actions, decisions, and values establish organisational standards and affect how employees perceive, internalise, and perpetuate the culture (Jerab & Mabrouk, 2023).

According to Değirmenci et al. (2022), organisational culture can both moderate and mitigate the impact of leadership on workplace dynamics. Research indicates that various cultural dimensions, including adhocracy, clan, market, and hierarchy cultures, strengthen the positive relationship between transformational leadership and employees' innovative work behaviour, particularly when these cultural attributes are deeply embedded within the organisation

(Değirmenci et al., 2022). Clan culture significantly modifies the association between transactional leadership and innovative work behaviour, with higher cultural alignment increasing the effect (Değirmenci et al., 2022). Adhocracy culture's emphasis on flexibility, entrepreneurial thinking, and innovation improves the effectiveness of transformational leadership in developing employee potential (Değirmenci et al., 2022)

Finally, the fast-changing corporate landscape and unpredictable economic climate require CEOs to constantly change their plans to remain effective (Van Vuuren et al., 2022). The rising pace, frequency, and scale of organisational change exacerbate these issues, making leadership achievement more difficult (Van Vuuren et al., 2022). As a result, external environmental factors have a substantial impact on leadership effectiveness since they need agility, resilience, and inventive techniques to deal with uncertainty (Van Vuuren et al., 2022).

Embedded Theories:

- Herzberg's Two-Factor Theory explains the intrinsic motivators driven by leadership.
- Functionalist Approach emphasises the harmonious operation of organisational components.
- Social Ecological Model highlights the multilayered interaction between individual and organisational systems.

The pandemic's disruptions necessitate cultures that are adaptable and innovative. Transformational leadership is crucial in rebuilding morale, redefining work practices, and aligning cultural values with new operational realities. Moreover, cultural adaptability has emerged as a critical determinant of organisational resilience. Transformational leadership fosters cultures capable of handling hybrid work models, digital transformation, and changing employee expectations. Additionally, organisational effectiveness now depends on the ability to navigate uncertainties, such as workforce transitions and market disruptions. The alignment of leadership and culture creates a foundation for strategic agility.

2.6.2 The Contingency Approach Theory

For managers and researchers looking for efficient employee motivating strategies, it has become essential to explore Herzberg's Two-Factor Theory (Bušatlić & Mujabasic, 2018). This theory was introduced by famous psychologist and business management figure Frederick Irving Herzberg, who distinguished between hygiene factors like pay and working conditions and motivators like achievement and recognition as crucial determinants of job satisfaction and productivity (Bušatlić & Mujabasic, 2018). This theoretical framework provides insights for efficient planning and decision-making inside an organisation by highlighting the significance

of employee-centric motivating factors (Siruri & Cheche, 2021). According to Herzberg (2015), motivational variables put the needs of the workforce above those of the employer, resulting in long-term job satisfaction and higher output.

De Oliveira et al. (2023) have highlighted several critical elements that are necessary for fostering self-assurance and lowering absenteeism rates, including autonomy in choosing work techniques, skill development and goal setting. A dynamic approach that fosters ongoing motivation through task enrichment or position enhancement is supported by Herzberg's Two-Factor Theory (De Oliveira et al., 2023). This entails switching out easy jobs for harder ones, either horizontally or vertically, according to the abilities and traits of the worker (De Oliveira et al., 2023). By removing easier jobs and adding more difficult ones, vertical replacement makes it easier to track professional growth. The horizontal approach allows for the assessment of employee performance in new assignments by substituting tasks that are relevant to specific activities, even if they are of the same complexity (De Oliveira et al., 2023).

The Herzberg's Two-Factor Theory holds significance in the context of post-pandemic workplace dynamics. As organisations grapple with unprecedented changes, the theory provides valuable insights into addressing employee motivations, enhancing job satisfaction, and increasing productivity in the evolving work landscape. When understanding the contingency approach theory, organisations may become more effective through adapting their procedures and structures to the unique needs of the environment they operate in (Tsai, 2011). The concept holds that there does not appear to be a single, universally applicable solution, but rather that the best course of action depends on the internal and external environment factors that an organisation must navigate. This perspective, which is framed by Herzberg's Two-Factor Theory, is crucial for comprehending the necessity of evaluating the relationship between organisational culture, transformational leadership, and employee motivation. The differentiation made by Herzberg's theory between motivators (which increase contentment) and hygiene elements (which prevent unhappiness) can be very helpful in assessing the ways in which different theories of leadership and organisation cultural factors affect the motivation and output of employees, which in turn may lead to the increase or decrease of the organisation's effectiveness. The integration of Herzberg's insights with the principles of transformational leadership offers a holistic approach to fostering employee engagement and organisational success in the post-pandemic era. Transformational leadership, characterized by inspirational vision and individualised consideration, aligns with Herzberg's emphasis on intrinsic motivators, creating a synergistic framework for navigating the challenges and opportunities of the contemporary workplace.

Herzberg's Two-Factor Theory was chosen as one of the study's core framework because it offers some crucial insights into the motivating elements that influence employee performance and fulfilment in organisations. By providing insight into how transformational leadership practices may address motivators and hygiene elements, this theory directly feeds the research questions and influences organisational effectiveness and culture. By distinguishing between internal and extrinsic motivational factors, the theory enables a more thorough analysis of how leadership behaviours influence the cultural environment and, in turn, the overall effectiveness outcomes of the company.

2.6.3 The Functionalist Theory

One of the main theoretical viewpoints in sociology is functionalism, which is another name for the functionalist theoretical perspective (Crossman, 2020). Functionalism is a theoretical viewpoint that emphasises the roles that social structures like institutions, hierarchies, and norms play in society (Crossman, 2020). According to the functionalism theory, society is more than the sum of its parts because each one contributes to the stability of the whole. Since each element of society serves an essential role but is dependent on the others to function, Emile Durkheim viewed society as an organism (Crossman, 2020). When one component is in crisis, the others must change to somehow fill the hole or provide it with support (Crossman, 2020). This theory also describes how many aspects of society are primarily made up of social institutions, each of which serves a certain purpose (Crossman, 2020).

An institution only exists because it plays a crucial part in the operation of society, in accordance with functionalism (Crossman, 2020). An institution will disappear if it has finished fulfilling its purpose (Crossman, 2020). To fulfil changing or emerging demands, new institutions will be developed (Crossman, 2020). In the context of an organisation or business, the functional approach presupposes that the organisation has already determined its goals and that the current emphasis should be on achieving these goals and finding ways to serve society (Bhasin, 2023). As cited in Seam (2023), Malinowski's functionalism is predicated on the fundamental tenet that every custom, thing, notion, and viewpoint serves some crucial purpose in every civilization, contributing to its expression and upkeep (Nickerson, 2023). Integration is the expression and preservation of culture through phenomena that occur within it. The drawback of this strategy is that the organisation has the freedom to act independently to achieve its objectives, so why would it accept helping society as its main goal (Nickerson, 2023).

The dependent variable, organisational effectiveness, can also be understood or explained when considering the functionalist theoretical approach as a whole. According to the functionalist theory, many institutions and organisations function critically because of society as a whole and the demands of the people who live in it. Therefore, society can be thought of as external influences, and how a company or organisation responds to social needs can be thought of as everyday operations or an internal environment. That stated, there are many factors both internal and external to an organisation that could have a favourable or bad impact. These negative or positive influences on the organisation has a direct effect on the organisations ability to meet the needs of consumers through its output. The broad concept that is being affected is the organisations effectiveness to meet its objectives. Furthermore, the functionalist theory highlights a strong emphasis on how crucial every component of an organisation is to the overall stability and effectiveness of an organisation. The above perspective supports the notion that transformational leadership and organisational culture are essential components that support an organisation's ability to operate effectively. Therefore, when analysing the functionalist theory, one needs to examine at how the organisation's various components such as its culture and leadership interact and support one another in order to comprehend how it functions at its most effective. This necessitated the need to conduct this research because measuring the interaction between transformational leadership and organisational culture is crucial in order to understand how these elements affect employee motivation and overall organisational effectiveness. The above approach supports the functionalist belief that every component of an organisation must work harmoniously with others to achieve overall effectiveness.

Finally, the functionalist theory was selected because it views organisations as interdependent systems in which every element works together to maintain the stability and effectiveness of the whole. This theoretical framework is especially pertinent to comprehending how organisational culture and transformational leadership work together as interdependent components that affect organisational success, as examined in research questions two and three. A thorough framework for examining the mediating link suggested in research question four is provided by the functionalist viewpoint, which makes it possible to investigate how leadership behaviours produce cultural changes that consistently improve organisational effectiveness.

2.6.4 The Social Ecological Model

According to Golden et al. (2015), social ecological models are visual representations of dynamic relationships between individuals, groups, and their environments. This conceptual framework is rooted in a systems approach to human development, explaining that individuals exert influence on and are impacted by their interactions with people and organisations, the resources, and institutions accessible to them, and the societal norms and rules (Golden et al., 2015).

Salihu et al. (2014) state that the Social Ecological Model (SEM), as applied to socio-behavioural and biomedical research, provides a holistic view of an individual's behaviour by taking into account the dynamic interactions between intrapersonal traits, interpersonal processes, institutional factors, community features, and public policy. The environment, which is thought of as consisting of overlapping levels, has a significant influence on how people behave. The physical and social environments of an individual have an impact on knowledge, consciousness, attitudes, beliefs, and perceptions at the intrapersonal level. In interpersonal dynamics, friends, family, and medical professionals all have a significant influence on how a participant behaves. The institutional level in the model is influenced by institutional factors, which include policies, procedures, and other aspects of organisational politics. Targeted context-based research has the advantage of having a long-lasting effect because environmental modifications have a greater potential to influence more than just an individual's behaviour (Van Kasteren et al., 2020). The increasing focus on physical activity as a preventive health measure has led to the development of ecological models that centre on the physical activity setting (Van Kasteren et al., 2020).

The SEM provides an explanation for the independent variable, organisational culture. Based on the idea that people are embedded in multiple layers of influence, the SEM asserts that people shape organisational culture and are shaped by individuals within the system. Employees' attitudes, beliefs, and perceptions are shaped by the organisational culture of which they are a part at the intrapersonal level; workplace interpersonal processes, such as interactions with coworkers and superiors, contribute to the social layer's influence on individual behaviour; and the institutional level, which stands for the organisation itself, contains the policies, procedures, and values that define it. The social ecology concept emphasises that employees not only absorb organisational culture but also actively contribute to its evolution through their activities, acknowledging the reciprocal nature of this connection. By analysing the intricate interactions between the individual, interpersonal, organisational, community, and policy levels, the SEM offers a thorough framework for comprehending perceived organisational

culture. Upon analysing Bronfenbrenner's (1979) social ecology theory, it was discovered that, at the individual level, employees' perceptions of organisational culture are influenced by their personal views, values, and behaviours. Interpersonal interactions with colleagues, which are impacted by social networks, leadership philosophies, and communication styles, further mould this perspective. Working environments are shaped by formal structures, policies, and the overarching mission, all of which are included in the organisational level. Networks of professionals and industry standards are examples of community elements that have an impact on organisational culture. The goals and values of an organisation can also be influenced by broader legislative and economic settings. Comprehending these many levels emphasises the need for evaluating the correlation between the perceived organisation effectiveness, transformational leadership and an organisational culture.

The SEM was used in this study because it acknowledges the various spheres of influence that function in organisational settings, ranging from more general cultural and environmental elements to the actions of leaders. This model recognises that transformational leadership affects culture and effectiveness at all organisational levels, which directly promotes the exploration of the intricate relationships under question by the studies of four research questions and hypotheses. The model's focus on reciprocal interactions among various system levels offers the theoretical underpinnings for comprehending how organisational culture might regulate leadership behaviours to generate different degrees of organisational effectiveness. By drawing on established theories like the Social Ecology Model, functionalist perspective, and contingency approach, the study placed itself inside a multifaceted organisational analysis framework. These theoretical underpinnings made it possible to comprehend the study variables more thoroughly, especially in light of the post-pandemic environment's changes. The literature review ends with this framework in place, emphasising the importance of these constructs and laying the groundwork for the empirical study that is explained in Chapter 3.

2.7 Conclusion

The post-pandemic workplace emphasises the necessity of refocusing attention on leadership, organisational effectiveness, and culture as interrelated pillars of growth and resilience. Inspiring change, encouraging innovation, and establishing trust within businesses are all made possible by transformational leadership. This leadership style increases the likelihood of long-term success in trying situations when combined with a robust and flexible corporate culture.

In the post-pandemic private sector in the Western Cape, this study highlighted a crucial knowledge vacuum regarding the precise interactions among transformational leadership, organisational culture, and organisational success. Future research should include longitudinal studies that track leadership and cultural adaptation, comparative assessments across industries or regions, and quantitative studies that assess leadership effectiveness in hybrid workplaces. By examining this relationship, the study hopes to offer important insights into how culture and leadership interact to propel organisational effectiveness in a workplace that is changing quickly. By doing this, it advances our understanding of leadership and organisational growth and provides a basis for future study and real-world implementations to improve organisational effectiveness in the fast-paced post-pandemic workplace.

Chapter 3: Research Methodology

3.1 Introduction

The research technique used to investigate the connection between organisational effectiveness, organisational culture, and transformational leadership in a post-pandemic workplace is described in this chapter. A quantitative approach was chosen because it allows for measurable insights into the relationships between the study's key variables. Furthermore, the structured survey method ensures standardised data collection, reducing bias and enhancing reliability. This study style was used because quantitative research provides a better knowledge of why something occurs (Abuhamda et al., 2021). Quantitative studies use statistical models to investigate how and why events vary, yielding objective analytical data. (Abuhamda et al., 2021). As a result, while considering the goal of this research study, it sought to comprehend and investigate whether there is a substantial relationship between the three variables, which is more in line with quantitative approach. The positivist paradigm was used in this study because it provides a systematic and objective approach to examining the quantitative relationships between the three variables of interest, allowing for a rigorous, empirical investigation that includes measurement, statistical analysis, and hypothesis testing to uncover causal patterns and generalizable insights.

To address the research objectives and provide answers to the main questions of the study, this chapter aims to give a thorough explanation of the strategies, designs, and processes used. The classification of the entire research design comes after the description of the inquiry strategy and broad research design. Subsequently, the sample strategy is described, including participant selection, data gathering techniques, and detailed study protocols. Outlining the data analysis methods ensures that they are in line with the goals of the study. In order to show compliance with research standards, ethical issues are discussed, and the chapter ends with a summary that highlights the most important methodological components.

3.2 Description of Inquiry Strategy and Broad Research Design

The following sections begin with a description of the study's general inquiry strategy, followed by an outline of the key characteristics of quantitative research. Finally, a classification of the study's overall research design is provided.

3.2.1 Description of Research Approach

In order to investigate the relationship between organisational culture, transformational leadership, and organisational effectiveness in a post-pandemic setting, the main data gathering tool used in this study was a structured survey. The survey's purpose was to exclusively collect

opinions from workers in private sector industries. The data-gathering tool was a structured questionnaire, and the items chosen carefully to fit the goals and emphasis areas of the study were included. A structured survey was utilised because it is effective in gathering standardised data from a large sample. A structured survey was also used in this study because the main goal of the study was to investigate whether a relationship exists between transformational leadership, organisational culture, and organisational effectiveness, and a structured survey would be best suited to do so because it employs validated and reliable scales that will accurately measure the relationships between the three variables of this study. The survey was self-administered (using Google Forms), ensuring anonymity, encouraging honest responses, and reducing any bias.

The organised design of the survey instrument and the availability of data gave this study a strong basis. Employees were chosen as representatives of the private sector workforce in the sampling frame, which allowed the study to gather pertinent viewpoints on success, culture, and leadership in the workplace. This study applied a quantitative methodology to the investigation, using numerical data to analyse and show how the major variables interact.

3.2.2 The Research Paradigm

The proposed study was grounded in the positivist paradigm and aimed to examine the relationship between organisational culture, transformational leadership, and organisational effectiveness in a post-pandemic workplace. In this study, the quantitative approach was utilised to collect data from the participants, identify trends and averages, formulate hypotheses, examine causality, and extrapolate findings to larger populations. According to Park et al. (2019), positivist research studies generally focus on identifying explanatory associations or causal relationships using quantitative approaches, with an emphasis on empirically based findings from large sample sizes in this regard, generalizable inferences, replication of findings, and controlled experimentation have been principles guiding positivist science. This is exactly what this study is accomplishing, therefore this methodology does explain the research approach and methodology used in this particular study (Park et al., 2019). When looking at another research paradigm, such as the interpretivist paradigm, it relies on subjective experiences. According to Omodan (2022), the interpretivist or constructivist paradigm is a manner of perceiving the universe that emphasises the need of interpretation in comprehending reality. As a result, this research paradigm was inappropriate for this study because the goal was to identify quantitative links rather than investigate individual perspectives in depth.

The positivist paradigm uses the hypotheticodeductive technique, where functional links between causal and explanatory factors (independent variables) and outcomes (dependent variables) can be deduced, to evaluate a priori assumptions that are frequently stated numerically (Parker et al., 2020). Generating explanatory linkages or causal relationships that ultimately result in prediction and control of the phenomenon under consideration is one of positivist inquiry's main objectives (Parker et al., 2020).

The positivist paradigm was applicable to the proposed study for a number of reasons. The study's quantitative, hypothesis-driven methodology was supported by a positivist perspective since it emphasised correlations between variables that can be measured objectively. Last but not least, this paradigm was ideal for this study because positivism emphasises determining cause-and-effect correlations through exact research methods like experimental or longitudinal studies (Parker et al., 2020). It may be possible to assess whether culture and transformational leadership are predictors of organisational effectiveness in a post-pandemic workplace by gathering data across time and assessing the directionality of the associations.

3.3 A Classification of the Proposed Study's Overall Research Design

The broad research design of this study can best be described by the following descriptors:

3.3.1 Cross-sectional

According to Wang and Cheng (2020), cross-sectional studies are a type of observational research in which data is gathered at a particular moment from a population or a representative sample. In a specific context, this study design works especially well for determining the correlations between variables. Using a cross-sectional methodology, the current study gave a structured survey to a representative sample of the population. Since all of the data was examined at once, it was possible to investigate the connection between organisational effectiveness, organisational culture, and transformational leadership in the post-pandemic workplace. It is critical to note that a cross-sectional study cannot infer causality because a temporal sequence cannot be established (Savitz & Wellenius, 2022). A cross-sectional methodology was adopted due to time restrictions and the necessity to capture a picture of organisational dynamics in the post-pandemic era. While a longitudinal strategy could provide more detailed causal insights, it was not practicable within the scope of this investigation.

3.3.2 Non-experimental

According to Thompson and Panacek (2007), non-experimental research is distinguished by its observational aspect and seeks to characterise events without changing factors. Since they examine behaviours that have already taken place, these studies are known as ex post factor

research since they frequently concentrate on past events (Thompson & Panacek, 2007). Non-experimental designs do not provide random assignment or manipulation of independent variables since they study pre-existing circumstances (Thompson & Panacek, 2007). Furthermore, the results, or dependent variables, are usually predetermined before the study starts, which restricts the researchers' control over the study setting and their ability to lessen the impact of unrelated elements (Thompson & Panacek, 2007). Given these considerations, this study refrained from altering the situation under investigation, affirming the use of a non-experimental research design.

3.3.3 Primary Data

According to Wagh (2024), primary data is information that has been gathered directly by the researcher in order to fulfil a certain research goal. Considering it has not been utilised or published before, this kind of data is unique to the study and is original (Wagh, 2024). The researcher can obtain insights that are both specific and extremely pertinent to the research problem by directly interacting with research subjects or the environment from which the data is obtained during the gathering process (Wagh, 2024). Primary data can be obtained by surveys, interviews, and experiments, all of which are meticulously planned to offer a more profound comprehension of the study question (Wagh, 2024). Primary data, because of its uniqueness and relevance, is crucial for solving complex research issues and coming to insightful conclusions (Wagh, 2024). In line with this methodology, the study gathered primary data by distributing a structured survey to workers in private sector companies.

3.3.4 Empirical Research

According to Dan (2017), empirical research is a methodical approach that collects information under precise, repeatable settings in order to answer particular issues. This method is distinguished by its emphasis on precisely stated research questions that direct the study (Dan, 2017). In order to precisely define the research's scope and context, it entails defining the population, behaviour, or phenomena being studied (Dan, 2017). Furthermore, empirical research describes the methods used to investigate the topic, such as participant selection criteria, bias-reducing controls, and the instruments or tools used for data collecting, like surveys (Dan, 2017). The research study as a whole employed an empirical research approach in light of these characteristics.

3.3.5 Descriptive Research

According to Aggarwal and Ranganathan (2019), descriptive research is a methodical methodology intended to record and characterise the distribution of data without concentrating

on causality or testing particular hypotheses. It seeks to answer questions like what, where, when, and how, while excluding those that deal with the reasons behind results in order to present a precise and thorough description of a population, circumstance, or event (Aggarwal & Ranganathan, 2019). According to Aggarwal and Ranganathan (2019), this kind of research uses a variety of techniques to examine one or more variables, depending more on measurement and observation than on manipulation or control. In descriptive research, survey research is a popular technique because it makes it easier to gather vast amounts of data, which can subsequently be examined for trends, averages, and frequencies (Aggarwal & Ranganathan, 2019). The research study adhered to this approach by employing a structured survey to collect data, aligning with the principles of descriptive research.

3.3.6 Quantitative Data

The foundation of quantitative research is quantitative data, which is based on the premise that the constructions being studied can be quantified (Kotronoulas et al., 2023). Numerical data is gathered and analysed in this kind of study in order to discover trends, evaluate correlations, and extrapolate results to larger populations (Kotronoulas et al., 2023). Quantitative research seeks to answer questions such as “how much?”, “what?”, “where?”, “when?”, and “how many?”, by concentrating on quantifiable characteristics of occurrences. This ensures accuracy in interpretation while offering insights into trends and linkages (Kotronoulas et al., 2023). This data must be processed in a multi-step process that turns random numerical numbers into solid evidence to support decisions in a variety of domains, including public initiatives, healthcare, and policy formulation (Kotronoulas et al., 2023).

According to Kotronoulas et al. (2023), quantitative data is especially useful since it can offer an objective and systematic basis for research, providing a solid platform for statistical interpretations and conclusions based on evidence. To investigate quantifiable attributes, find correlations, and assess patterns in the data, researchers use numerical values, which allow for a methodical and thorough analysis of events (Kotronoulas et al., 2023). The use of a structured survey created with verified and trustworthy research scales demonstrates the study's intrinsic quantitative nature. The Likert scale format of the questions allowed for the collection of quantifiable data, which the SPSS program then examined statistically. This methodology emphasises the study's dedication to accuracy and impartiality in analysing the correlations between variables and drawing significant conclusions.

3.4 Sampling

3.4.1 Units of Analysis

The primary entity under investigation in a research endeavour is referred to as the unit of analysis. It establishes the study's focus and provides the foundation for contrasting different components. This idea is essential for defining the parameters of the research and examining the connections between important variables (Khan et al., 2023). Individuals, groups, physical items like papers or photographs, geographic locations, or even social constructs like partnerships and connections can all be included as the unit of analysis (Khan et al., 2023). The unit of analysis has long been important in behavioural and educational research (Khan et al., 2023). While more complex studies may use several units to cover various aspects of the research issue, simple research designs typically focus on a single unit of analysis. For instance, to provide a more thorough understanding, a study could concurrently concentrate on individual behaviours and group interactions (Khan et al., 2023).

The unit of analysis is frequently linked to the features of the issue under study in more straightforward research models, which facilitates the understanding of results (Khan et al., 2023). Applying the idea, however, gets trickier in research that deals with complicated social or psychological problems. In these situations, the unit of analysis affects how data is gathered as well as how the findings are understood and used (Khan et al., 2023). The goals of the investigation will determine which unit of analysis is used. In the end, it stands for the primary idea that the researcher is trying to comprehend or clarify (Khan et al., 2023).

Understanding the relationship between organisational culture, transformational leadership, and organisational effectiveness in a post-pandemic workplace in the Western Cape's private sector was the main goal of this study. Since the goal of the study was to investigate individual views and experiences, the employee was the selected unit of analysis. Individual employees were chosen as the unit of analysis because leadership and culture experiences are intrinsically personal. Individual views provide for a more accurate assessment of how leadership and culture influence corporate effectiveness. A systematic survey was used to collect data, and it was given to staff members from different companies. No identifying information about the participants or their employers was recorded to preserve confidentiality and anonymity. Instead, the collective responses of these individuals were analysed to draw broader insights and conclusions relevant to the study's objectives.

3.4.2 Target Population

The population of this study consisted of all employees in the private sector of the Western Cape. The sample, on the other hand, comprised 200 employees (of all obtainable genders) working in various private sector organisations. A sample size of 200 was chosen based on a power analysis indicating that this number would provide sufficient power to detect medium effect sizes in correlation analyses. The Raosoft Sample Size Calculator and the GIGA Calculator were used to support the sample size determination. These tools contributed to verifying that a sample of 200 participants would provide adequate statistical power to determine medium effect sizes within the correlational framework of the study.

3.4.3 Sampling Method

The sampling method used in this investigation was purposeful sampling. In order to ensure the efficient use of scarce research resources, this method was especially designed to choose respondents who were most likely to supply pertinent and helpful information (Campbell et al., 2020). Purposive sampling, as opposed to random sampling, ensured that the researcher included people who could offer significant insights by enabling the researcher to deliberately find and choose examples that matched the goals of the study (Campbell et al., 2020).

Purposive sampling was chosen on the grounds that, considering the goals and objectives of the study, some groups of people were more likely to have significant and divergent opinions about the ideas and problems being studied, so it was necessary to include them in the research sample (Campbell et al., 2020). Each participant in this study was specifically chosen by the researcher to make sure they fulfilled the requirements for research inclusion. By carefully choosing participants, the sample was guaranteed to include people whose opinions and backgrounds were pertinent to answering the study's goals and questions (Campbell et al., 2020). While purposeful sampling assures that the findings are relevant to the study aims, it may limit their generalizability. To mitigate this, the research included a diverse range of organisations across different industries.

3.4.4 Participant Criteria and Characteristics of Participants

Participants were eligible to take part in the study if they met the following criteria:

- Were currently employed in the private sector within the Western Cape Province.
- Held a position at any level (entry to executive) within the organisation.
- Had been employed for a minimum of six months at their current organisation.
- Were proficient in English, as the survey instruments and consent materials were administered in English.

Exclusion Criteria

Participants were excluded if they:

- Were employed in the public sector or non-profit organisations.
- Had tenure of less than six months at their current place of work.
- Declined to provide informed consent or failed to complete essential sections of the survey instruments.

3.5 Data Collection

3.5.1 Data Collection Method

To acquire quantitative data using self-reported research instruments, the main technique was a structured questionnaire. The questionnaire had four sections: (1) demographics, (2) transformational leadership (MLQ), (3) organisational culture (OCAI), and (4) organisational effectiveness measures. Each section was meant to gather important data for analysis methodically. A structured questionnaire is a methodical data collection instrument that employs a preset set of standardized questions. According to Caduff and Ranganathan (2023), it is specifically made to guarantee that every responder sees the same set of questions in the same order, allowing for consistency in data gathering and making it easier to compare results. Structured questionnaires make it easier for participants to complete by providing predetermined response possibilities. They also make it more efficient and reliable to aggregate, quantify, and analyse the data that is gathered (Caduff & Ranganathan, 2023). Structured questionnaires can gather important insights and provide a thorough grasp of respondents' viewpoints, thanks to the purposeful use of well-crafted and arranged questions. Market and social research frequently employ this technique because it works especially well for producing data that supports predetermined research goals or testing hypotheses (Caduff & Ranganathan, 2023). Researchers can make key commercial or organisational decisions by using the responses, which are usually closed-ended and structured to be clear and simple (Caduff & Ranganathan, 2023).

A link to the electronic version of the Google Forms-based survey was sent to participants through email. Participants gained an awareness of the goal and importance of the study by clicking on this survey link, which led them to a questionnaire with a cover letter outlining the research objectives. A succinct description of each construct and the variables used to measure it was also included in the cover letter, along with comprehensive instructions on how to complete each section and self-reported measure. Structured questionnaires are often self-administered, allowing respondents to complete them independently, whether during a visit to

a facility, via mail, email, or online platforms. This approach provides participants with flexibility to respond at their own pace, reducing logistical challenges and costs for researchers while enhancing the likelihood of honest responses due to the anonymity afforded by self-reporting (Caduff & Ranganathan, 2023). However, the effectiveness of a structured questionnaire depends on the quality of its design, as poorly formulated questions, inappropriate sequencing, or mismatched scales can compromise the clarity and validity of the results (Caduff & Ranganathan, 2023).

The questionnaire was set up to restrict submission until all questions were answered to guarantee the legitimacy and completeness of the data. Before the form could be submitted, respondents who unintentionally omitted any questions were instantly reminded to complete them. The risk of missing data was successfully reduced by this preventative design, which also made sure that every response was valid, complete, and suitable for statistical analysis. Effective data management was made possible by the automatic organisation of responses within Google Sheets when they were sent. The researcher was able to export and import the gathered data into statistical software programs for additional analysis thanks to this expedited procedure. By putting these safeguards in place, the data gathering procedure effectively guaranteed the dataset's dependability and integrity, enabling thorough analysis and insightful understanding of the study's goals.

3.5.2 Measuring Instrument

In this research endeavour, a meticulously structured questionnaire served as the primary instrument for data collection from the study participants. This organised gathering of data allowed for a more in-depth examination of the relationship between organisational culture, perceived organisational effectiveness, and transformational leadership in the specified setting. Four unique components made up the questionnaire's architecture, enabling a thorough examination of the various facets of the research topic.

The first section of the questionnaire concentrated on collecting demographic information, including age and gender. The Multifactor Leadership Questionnaire (MLQ), a validated scale for evaluating transformational leadership into four essential factors, was incorporated into the second component. A popular tool for surveys used to evaluate leadership is the MLQ. The MLQ is used to assess many facets of transformational and transactional leadership, according to Tejeda et al. (2001). The MLQ characteristics of leader conduct have been linked to leader effectiveness in a number of research that have used this measure (Tejeda et al., 2001). It is for that reason that I believed that this measurement instrument was the most applicable to this

study. This leadership questionnaire and paradigm were developed by Bruce J. Avolio and Bernard M. Bass (Batista-Foguet et al., 2021). Numerous studies have examined general leadership theory using the MLQ, including various individual and organisational correlations within the context of the Organisational Behaviour area (Batista-Foguet et al., 2021). The MLQ evaluates transformational leadership based on five factors: Idealized Attributes (IA), Idealized Behaviours (IB), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC) (Batista-Foguet et al., 2021). The MLQ, based on the full range leadership (FLR) leadership theory, is undoubtedly the most widely used scale to assess leadership (Braathu et al., 2022). The MLQ has been validated in various studies, showing Cronbach's alpha coefficients between 0.78 and 0.94, ensuring reliability in measuring transformational leadership (Braathu et al., 2022).

The Organization Culture Assessment Instrument (OCAI) was used by the researcher to examine organisational culture in the third segment. The OCAI was selected for this study due to its capacity to characterise culture based on alignments and pinpoint the anticipated connection between cultural elements and other organisational variables of relevance (Van Huy et al., 2020). The OCAI, which consists of 24 elements, was used to evaluate six attributes of organisational culture differing characteristics, organisational leadership, employee management, organisational glue, strategic emphases, and criteria of success that are assumed to exist (Van Huy et al., 2020). Each component included four statements, each representing a different kind of organisational culture (Van Huy et al., 2020). For each culture type, Cronbach's alpha coefficients (α reliability statistics) were computed, with internal consistency values varying between 0.60 and 0.80 (Van Huy et al., 2020).

Lastly, structured questions were incorporated in the final section of the survey to collect data on various aspects of post-pandemic organisational effectiveness, such as financial performance, innovation rate, and employee engagement (performance metrics). This method is particularly advantageous given that it makes it possible to gather consistent, quantifiable results that illustrate the complex nature of organisational success. It also makes statistical comparisons across various leadership and cultural profiles possible.

3.5.2.1 Content Validity of the Organisational Success Scale

The 'Organisational Success' scale was designed especially for this study, and as such, meticulous consideration was given to ensuring its content validity. A panel of two senior academics and three HR managers evaluated the first pool of 10 questions, which was created by synthesizing recent literature (Amah & Ahiauzu, 2022; Khan et al., 2023). Strong face and

content validity was ensured by refining the remaining six items and discarding four based on their input. This expert-driven method guaranteed that the measure was both theoretically sound and practically applicable, and it is in line with best practices in scale development (Amah & Ahiauzu, 2022; Khan et al., 2023).

3.5.3 Instrument Local Adaption

Both the Organizational Culture Assessment Instrument (OCAI), created by Cameron and Quinn (2006), and the Multifactor Leadership Questionnaire (MLQ Form 5X), created by Bass and Avolio (1995), are globally validated instruments with strong psychometric qualities. Nonetheless, contextual modification is necessary to guarantee validity and relevance in regional organisational contexts, especially in the private sector of South Africa.

The MLQ and OCAI were contextualized in this study using two main procedures. The first was language and terminology adjustments, where despite the fact that English is a widely used language for business and education in South Africa, care was taken to make sure that the terms used in the instruments were correctly understood by a variety of linguistic and cultural groups. Additional explanations were included in survey instructions when necessary to eliminate any ambiguity in terms like "idealized influence" or "adhocracy culture". Second is validation of cultural relevance, where previous studies conducted in the South African context (e.g. Barkhuizen et al., 2015; Rothmann & Van Rensburg, 2002) have validated the factorial validity of the OCAI and MLQ across a variety of industries. However, in order to determine cultural significance and local comprehension, this study also ran a pilot with 10 volunteers selected from the target community.

Based on comments, minor phrasing changes were made. Furthermore, the local dataset was used to recalculate each scale's psychometric reliability (Cronbach's alpha) to make sure that internal consistency satisfied acceptable thresholds ($\alpha > 0.70$) under South African conditions.

3.5.4 Data Collection and Storing of Data

The data collected and stored data from the survey participants were done in accordance with the Protection of Personal Information Act (POPI Act) of South Africa (2013), and participant privacy was protected rigorously. The study protocol was examined and approved by the University of the Western Cape's Research Ethics Committee, and all participants gave their informed consent. Throughout, confidentiality and data security were upheld. All collected data was stored in a password-encrypted drive to ensure confidentiality and prevent unauthorised access. Measures were put in place to limit access to the data to authorised

personnel only, adhering strictly to the principles of data minimization and purpose limitation as outlined by the POPI Act.

3.5.5 Data Verification

Throughout the study process, several verification procedures were put in place to guarantee the accuracy and dependability of the data gathered. I conducted a thorough pre-testing phase as the researcher, piloting the questionnaire with a small sample that was representative of the study population. Prior to extensive data collecting, this procedure made it possible to find and fix any ambiguities or contradictions in the questions. Furthermore, the MLQ and OCAI, the instruments utilised in this investigation, were carefully chosen due to their proven validity and reliability in earlier studies. After undergoing thorough psychometric testing, both instruments have shown excellent concept validity and internal consistency.

The completeness and logical consistency of the responses were checked during the data collection process. Data cleaning techniques were used to guarantee the dataset's accuracy, including tests for duplicate responses, outliers, and missing values. To preserve the integrity of the data, any irregularities found throughout this procedure were suitably fixed. The dependability of the scales employed in this study was finally confirmed by applying statistical techniques like Cronbach's alpha. By following these verification procedures, the data was guaranteed to be reliable enough to back up the study's findings in addition to being accurate and consistent.

3.6 Research Procedure

Before collecting data from research participants, the researcher's proposal had to be approved by the university's research and ethics committee. In other words, the researcher submitted a detailed research proposal to the department in which they were employed, in this case, the Industrial Psychology department within the Economic Management Sciences (EMS) faculty. The appeal was then presented to the research and ethical committee after being received by the department, and approval was required before any data collection could begin.

The researcher's second step was to request ethical clearance and approval from the organisation or institution after this process was completed. The researcher surmised that they would seek permission from the relevant private sector organisations. This was done either by visiting in person to present the research proposal or by formally emailing the appropriate employee officer to seek approval to use their personnel as volunteers.

Thirdly, to collect data, the researcher created a structured questionnaire containing pertinent closed-ended questions. Fourth, the researcher conducted fieldwork by selecting 200 people,

giving them consent forms to sign, providing them with documentation of the ethical clearance, and then allowing them to complete the questionnaire form. The survey was conducted electronically to maximise efficiency and reach. Participants were contacted via email with a link to the online survey platform, where the anonymity and confidentiality of their responses were guaranteed. Once completed, the researcher had participants' responses immediately, and the data collection process was concluded. Collected data was stored securely, with access restricted to the research team. Appropriate data cleaning procedures were implemented to ensure accuracy and reliability before analysis.

3.7 Data Analysis

These statistical analyses were carried out precisely and effectively with the aid of IBM SPSS version 27. Descriptive statistics were used in the first stage of data analysis to provide a thorough overview of the key characteristics of the dataset (Hinton et al., 2014). These statistics were used to gain insights into central tendencies such as mean and mode, as well as the distribution of values through frequency analysis (Hinton et al., 2014). According to Hinton et al. (2014), this method provided a fundamental understanding of the variables being studied by assisting in the discovery of patterns and trends within the data.

Secondly, the researcher conducted correlational analyses, such as Pearson's correlation, to examine the relationships among the variables (e.g. transformational leadership and organisational culture components). The researcher also performed mediation analyses to test whether organisational culture mediated the relationship between transformational leadership and organisational effectiveness.

To identify latent factors or underlying dimensions within the observable data, factor analysis was carried out after the descriptive statistics (Hinton et al., 2014). Factor analysis was used to assure construct validity by detecting underlying patterns among variables, which improved the robustness of the measurement instruments. By locating common variance, this technique facilitated a more straightforward interpretation of the relationships between the variables and helped to reduce data complexity (Hinton et al., 2014). Factor analysis improved the researcher's capacity to identify the essential elements behind the observed patterns in the data and to distil important constructs (Hinton et al., 2014).

Reliability analyses were essential for evaluating the reliability and consistency of measurements over time (Hinton et al., 2014). Through the use of metrics such as Cronbach's alpha, this analysis examined internal consistency to ensure the variables being assessed were accurate and yielded consistent results (Hinton et al., 2014). By confirming the dependability

of the chosen measuring instruments, reliability analyses contributed to the study's overall robustness (Hinton et al., 2014).

In the second phase of statistical analysis, multiple regression analyses were employed to explore the associations between the dependent variable and several independent variables simultaneously. This method provided a comprehensive picture of the relative contributions of several factors to variations in the dependent variable, making it easier to identify important predictors (Hinton et al., 2014). According to Hinton et al. (2014), multiple regression was very useful for revealing intricate connections between variables to gain a more thorough understanding of the underlying dynamics in the dataset.

Finally, statistical tests such as t-tests, ANOVA, or the chi-square test were used to test the research hypotheses and determine the statistical significance of the findings.

3.7.1 Demographic Summary of Participants

Table 3.1:

Participant Demographics

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Female	90	47%
	Male	106	53%
	Non-binary	4	2%
Age	20-30	43	22%
	31-40	60	30%
	41-50	53	27%
	51-60	34	17%
	61+	9	5%
Length of Service	0-2 years	32	16%
	3-5 years	47	24%
	6-10 years	52	26%
	11-15 years	19	10%
	16-20 years	22	11%
	20+ years	28	14%
Qualification	Grade 12	25	13%
	Certificates	8	4%
	Diploma	43	22%

Degree	50	25%
Honours	39	20%
Master's or above	33	17%
Total participants	200	

3.8 Research Ethics

The study protocol was examined and approved by the University of the Western Cape's Research Ethics Committee, and all participants gave their informed consent. Throughout, confidentiality and data security were upheld. To secure permission to use participant responses, the researcher created a consent form for the participants and submitted it to each participant. Second, participants were assured of anonymity; no identifiable information was collected. The third factor was that, because it goes against people's free will, the researcher did not force anyone to take part in the study. The researcher achieved this by first formally asking participants if they were interested in participating in the study, either by email or in person.

The researcher was careful to avoid putting participants at risk of bodily or emotional stress, which was the fourth factor. To avoid any uncomfortable situations, the researcher ensured that all data collection methods involving participants were carried out in a calm setting. The fifth factor was that the researcher maintained the confidentiality of all participant data. When collecting and storing data from survey participants in accordance with the POPI Act, participant privacy was rigorously protected. All collected data was stored on a password-encrypted drive to ensure confidentiality and prevent unauthorised access. Measures were put in place to limit access to the data to authorised personnel only, adhering strictly to the principles of data minimization and purpose limitation as outlined by the POPI Act.

The last aspect the researcher considered was that everyone needed to be debriefed before the fieldwork began. The Western Cape province served as the geographic boundary for the researcher's investigation. This meant that the study exclusively used volunteers from the Western Cape region of South Africa. The researcher's study was also restricted to the private sector, a specific economic sector in South Africa. As a result, the researcher only recruited participants from the private industry.

Since this study focused exclusively on employed individuals in private organisations and how the variables affected their organisational effectiveness, another limitation was that it only included those who were currently working. Finally, it was crucial that potential ethical risks

were outlined, such as in this study’s context participant fatigue and data confidentiality, were mitigated through clear instructions, voluntary participation, and secure data storage.

3.9 Data Analysis Plan: Summary of Objectives and Statistical Tests

An overview of the research objectives and the statistical analytic methods used to test each objective is given in the following table. Methodological transparency and congruence between the objectives of the study and the data analysis plan were ensured by this methodical approach.

Table 3.2:

Research Objectives and Analysis Techniques

Research Objective	Analysis Technique	Explanation/Justification
To examine the relationship between transformational leadership and organisational culture.	Pearson’s correlation coefficient (r)	Measures the strength and direction of the linear relationship between leadership scores (MLQ) and culture dimensions (OCAI).
To assess the relationship between organisational culture and organisational effectiveness.	Pearson’s correlation coefficient (r)	Identifies whether stronger culture profiles are associated with higher levels of perceived organisational effectiveness.
To determine the relationship between transformational leadership and organisational effectiveness.	Pearson’s correlation coefficient (r)	Explores whether leadership behaviours directly correlate with self-reported organisational success metrics.
To test the mediating role of organisational culture between transformational leadership and organisational effectiveness.	Mediation analysis via PROCESS Macro (Model 4, Hayes)	Examines whether organisational culture acts as a mediator, using bootstrapped confidence intervals to assess the indirect effect.

To evaluate internal reliability of MLQ and OCAI instruments.	Cronbach's alpha	Assesses the internal consistency of multi-item scales to ensure reliability in the South African context.
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3.10 Summary

The goal of this study was to investigate the relationship between organisational culture, transformational leadership, and organisational effectiveness in the Western Cape's private sector post-pandemic workplace. This goal informed the research approach used in this study. In order to guarantee the methodical gathering and examination of numerical data, a quantitative research methodology was chosen, which allowed for the discovery of trends and connections between the variables. Google Forms, which offered an effective and user-friendly platform for collecting participant responses, was used as the main instrument for collecting data. The purpose of the survey was to get a thorough understanding of how participants viewed organisational effectiveness, cultural dynamics, and leadership styles.

Purposive sampling was used to make sure that every participant fulfilled the predefined inclusion requirements, which included working in managerial or leadership positions in the Western Cape's private sector. The data gathered was guaranteed to be pertinent and in line with the study's goals thanks to this focused sampling strategy. A comprehensive dataset for statistical analysis was provided by the 200 people who participated in the study. A relevant investigation of the relationships between the main constructs was made possible by the methodological rigor used throughout the study, which guaranteed the acquisition of genuine and trustworthy data. In a post-pandemic workplace that is changing quickly, the strategy chosen provides a strong basis for examining and evaluating the connections between organisational culture, transformational leadership, and success. Considering the above-mentioned, while the study used rigorous methodology, future research could benefit from a longitudinal design or a mixed-methods approach to acquire deeper causal insights and qualitative viewpoints.

Chapter 4: Results

4.1 Introduction

This chapter entails giving a thorough summary and outline of the findings obtained from the statistical analysis of the information gathered from the distributed structured survey. SPSS, which has both descriptive and inferential statistics, was used to do statistical analysis. An analysis of the relationships between the variables is also included in this chapter.

This chapter is organised into the following three stages:

1. Outlining the sample's demographics.
2. Presenting the findings of each variable's factor and reliability analysis.
3. Testing hypotheses.

The presentation on the sample demographics used in this study, which is the first stage of data analysis, is provided below.

4.2 Demographic Characteristics of the Sample

The demographic profile of the study participants is shown in this section based on the biographical information gathered. The unit of analysis for the study was white-collar workers from different private companies in the Western Cape's private sector. These workers were people who held leadership or management positions in their companies and were in charge of staff reporting directly to them. HR managers, team leaders, general managers, financial managers, operations managers, department heads, and executives including CEOs, COOs, and CFOs were among the participants' jobs.

Through the use of sampling techniques, a varied group of participants was attained for this study. Across the Western Cape, private-sector organisations received a total of 800 surveys; 209 of them responded, representing a 26.1% response rate. The final sample size was 200 participants, which resulted in a response rate of 26% after one response was eliminated. These research participants' biographical details are broken down in detail in the section that follows. The gender distribution of the unit of analysis is shown in Table 4.1 below. It is apparent that 53% of the sample group consisted of male respondents. There were 90 female participants (45%), 106 male participants (53%), and four non-binary participants (5%).

Table 4.1:*Gender Identity*

Gender	Frequency	%
Female	90	45%
Male	106	53%
Non-Binary	4	2%
Total Participants	200	

The age distribution of the participants is shown in Table 4.2. The bulk of respondents (30%) were between the ages of 31 and 40 years, followed by those between the ages of 41 and 50 years (27%), 20 and 30 years (22%), 51 and 60 years (17%), and older than 61 years (5%), who made up the sample group.

Table 4.2:*Age Groups*

Age (years)	Frequency	%
20-30	43	22%
31-40	60	30%
41-50	53	27%
51-60	34	17%
Older than 61	9	5%
Total Participants	199	

The participants' highest qualifications are shown in Table 4.3 below. The majority of respondents (25%) reported having a degree, while 22% had a diploma, 20% had an Honour's degree, 15% had a Master's degree, 13% had a Matric certificate or Grade 12, 4% had a certificate, 2% had a PhD, and 1% had a Grade 10.

Table 4.3:*Highest Qualification*

Qualification	Frequency	%
Grade 10	1	1%
Grade 12	25	13%
Certificates	8	4%
Diploma	43	22%
Degree	50	25%
Honour's	39	20%
Master's	29	15%
PhD	4	2%
Total Participants	199	

The participants' employment status is shown in Table 4.4 below. The vast majority of the participants (95%) reported being permanently employed, 5% reported being on contract at their place of employment, and 1% reported being unemployed.

Table 4.4:*Employment Status*

Employment status	Frequency	%
Permanent	190	95%
Contract	9	5%
Unemployed	1	1%
Total Participants	200	

The respondents' employment experience is shown in Table 4.5 below. The largest percentage of participants (26%) reported having 6 to 10 years of work experience, followed by those with 3 to 5 years of work experience (24%), 16% of the respondents had 0 to 2 years of work

experience, 14% had 20 or more years working experience, 11% had 16 to 20 years' working experience, and finally, 10% had 11 to 15 years' experience.

Table 4.5:

Length of Service

Length of service	Frequency	%
0-2 years	32	16%
3-5 years	47	24%
6-10 years	52	26%
11-15 years	19	10%
16-20 years	22	11%
20+ years	28	14%
Total Participants	200	

The number of respondents who were employed or working both during and after the pandemic is shown in Table 4.6. The values below are important because the subject matter of the research is relevant to the post-pandemic workplace, and employees' contributions to the study would be extremely useful in understanding the shift in places where they worked both during and after the COVID-19 pandemic. While 30% of respondents said they were not employed or working at their current organisation both during and after the COVID-19 epidemic, and 2% of respondents said other, the majority of participants (68%) stated that they were employed both during and after the pandemic.

Table 4.6:

Employed during and after the Pandemic

Employed during and after the pandemic	Frequency	%
No	60	30%
Yes	136	68%
Other	4	2%
Total Participants	200	

4.3 Factor and Reliability Analyses

4.3.1 Introduction

The outcomes obtained from the variables of transformational leadership, organisational culture, and organisational success are demonstrated in the section that follows. Every variable is examined with respect to its suitability for analysis, factor analyses, consistency, and the subtests' descriptive statistics.

4.3.2 Results of Transformational Leadership

The statistical examination of the independent variable of transformational leadership is the primary focus of this section. To ascertain whether people in managerial or leadership positions are adopting a more transformational leadership approach or exhibiting specific leadership traits in a post-pandemic workplace, a measuring tool was employed to ascertain whether respondents exhibited transformational leadership traits. The Multifactor Leadership Questionnaire (MLQ) served as the measurement tool. Furthermore, determining the reliability of the measuring instrument and the data collected with it was the goal of the statistical investigation. To arrive at these findings, the following statistical methods were used.

4.3.2.1 Sample Adequacy and Sphericity

The Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were applied to the inter-item correlation matrix of the Transformational leadership measure in order to determine its sphericity and sample adequacy. Table 4.7 shows the results of the KMO for transformational leadership.

Given that the KMO value is .811, which is higher than the .6 minimum value recommended by Wu et al. (2023), the KMO measure validated the sample adequacy for factor analysis, as shown in Table 4.7. The results of the Bartlett's test of sphericity showed that the correlations between the items were sufficiently large for factor analysis ($p < .05$). The set of items in the Multifactor Leadership Questionnaire (MLQ), which is used to measure transformational leadership, exhibits a strong underlying structure, as seen by the KMO value of .811, which shows that respondents believe these items to be closely related. Consequently, this implies that transformational leadership behaviours are consistently experienced or understood inside the businesses. As a result, the sample meets the requirements for further factor analysis study, and this suggests the data is then factor analysable.

Table 4.7:

The Kaiser–Meyer–Olkin (KMO) and Bartlett's Test of Inter Item Correlation for Transformational Leadership

Measure		Result
Kaiser–Meyer–Olkin measure of sampling adequacy		.811
Bartlett's test of sphericity	Approx. chi-square	1155.831
	<i>Df</i>	120
	Sig.	0.000

4.3.2.2 Factor Analysis

An exploratory factor analysis using Principal Component Analyses was done on the 21-item MLQ. The analyses initially resulted in three factors. However, closer inspection of the factor loadings showed cross-loadings. Subsequent factor analyses were done using Varimax rotation. Varimax rotation was employed to maximize the variance explained by the factors. This method is appropriate as it simplifies interpretation and aligns with the underlying theoretical constructs. The factor analyses resulted in two factors explaining 46.733% of the total variance; four items were deleted due to problematic loadings. The two factors were labelled Transformational Leadership (Factor 1) and Passive Leadership (Factor 2). All items showed acceptable loadings. Tables 4.8 and 4.9 display the findings of the pattern matrix and factor analysis, respectively. For the two factors mentioned, the item loadings are acceptable.

When analysing the rotated component matrix for transformational leadership, it is evident that there are two factors for this variable namely transformational leadership and passive leadership. The values for the communalities of the transformational leadership factor range from -0.050 to 0.720. According to the rule of thumb, communalities should be greater than 0.30 but not greater than 0.90. This criterion is met by the following items: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11. However, items 12, 13, 14, 15 and 16 are marked as worrisome since they do not satisfy the previously mentioned requirements, which could mean that the items may not align conceptually or statistically with this factor. On the other hand, the communalities' values for passive leadership range between -0.038 and 0.798. The items 12, 13, 14, 15, and 16 satisfy the criterion. However, because they do not meet the aforementioned conditions, items 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, and 11 have been identified as cause for concern, indicating that the items might not be conceptually or statistically consistent with this factor.

Table 4.8:*Total Variance Explained for Transformational Leadership*

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.912	30.702	30.702	4.912	30.702	30.702
2	2.565	16.031	46.733	2.565	16.031	46.733
3	1.182	7.388	54.121			
4	1.027	6.419	60.540			
5	0.916	5.725	66.265			
6	0.802	5.011	71.276			
7	0.775	4.845	76.121			
8	0.618	3.865	79.986			
9	0.570	3.563	83.549			
10	0.484	3.022	86.572			
11	0.458	2.861	89.432			
12	0.447	2.795	92.227			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
13	0.424	2.649	94.876			
14	0.326	2.035	96.911			
15	0.287	1.794	98.706			
16	0.207	1.294	100.000			

Extraction Method: Principal Component Analysis.

Table 4.9:*Rotated Component Matrix Transformational leadership*

	Component	
	Transformational Leadership	Passive Leadership
I provide recognition/ rewards when others reach their goals.	0.582	0.054
I help others develop themselves.	0.679	-0.077
I let others know how I think they are doing.	0.590	-0.090
I give personal attention to others who seem rejected.	0.641	0.121
I make others feel good to be around me.	0.631	0.215
Others have complete faith in me.	0.653	0.285
Others are proud to be associated with me.	0.642	0.237
I help others find meaning in their work.	0.720	0.004
I enable others to think about old problems in new ways.	0.680	-0.119
I provide others with new ways of looking at puzzling things.	0.714	0.020

	Component	
	Transformational Leadership	Passive Leadership
I get others to rethink ideas that they had never questioned before.	0.651	-0.038
I am content to let others continue working in the same way as always.	0.044	0.707
Whatever others want to do is okay with me.	-0.050	0.659
I ask no more of others than what is absolutely essential.	0.020	0.777
I am satisfied when others meet agreed upon standards.	0.284	0.521
As long as things are working. I do not try to change anything.	-0.064	0.798

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

4.3.2.3 Descriptive Statistics and Reliability for Transformational Leadership

To examine the data, descriptive statistics were employed. The transformational leadership item descriptive statistics are shown in Table 4.10 after the items were grouped together prior to factor analysis.

Table 4.10:*Descriptive Statistics for Transformational leadership*

Item	Mean	Std. Deviation	Skewness	Kurtosis	α
Transformational Leadership	3.2118	0.51781	-1.472	6.629	0.866
Passive Leadership	1.9820	0.72408	-0.057	-0.541	0.753

The Likert-type scale had five points, with 0 representing "not at all" and 4 representing "always". The respondents' mean scores varied from 1.9 to 3.2, with an overall mean score of 2.6 for transformational leadership. This suggests that, in contrast to passive leadership, the respondents' responses tended to lean more toward transformational leadership. The mean score for transformational leadership was 3.2, whereas the mean score for passive leadership was 1.9.

A slightly to moderate level of dispersion is indicated by a standard deviation that falls between 0.5 and 0.7. The group's skewness values, which varied from -1.472 to -0.057, showed a very negatively skewed distribution. The range's kurtosis values ranged from 6.629 to -0.541.

The Cronbach's alpha coefficient was high and acceptable, ranging from 0.866 for transformational leadership to 0.753 for passive leadership. The total Cronbach's alpha coefficient for transformational leadership is 0.8105, which indicates good internal consistency and a high degree of reliability as well. This suggests that the items consistently assess the same underlying construct.

4.3.2.4 Summary of Results

Overall, the statistical analysis shows that the Transformational Leadership scale (MLQ) is conceptually and psychometrically sound. There were two significant underlying factors that reflect different facets of transformational leadership were identified by the exploratory results, and the data satisfied the prerequisites for factor analysis. Additionally, all subscales exhibit acceptable to good internal consistency, indicating that the scale consistently assesses the target construct, according to the reliability analysis. Taken together, these results show support to the scale's reliability and structural validity for assessing transformational leadership in the current setting.

4.3.3 Results of Organisation Culture

The statistical analysis of organisational culture, the independent variable, is the main topic of this section. This study used the Organizational Culture Assessment Instrument (OCAI) Questionnaire as the assessment tool to assess the dominant cultural characteristics in the firm and to learn how respondents saw organisational culture in a post-pandemic workplace. Since the COVID-19 epidemic, businesses have had to make major adaptations to accommodate to the new normal, which is now known as the post-pandemic workplace. The statistical analysis sought to ascertain the OCAI instrument's dependability and evaluate the consistency of the information gathered using it. The following statistical techniques were applied in order to generate the results.

4.3.3.1 Sample Adequacy and Sphericity

By using the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity on the inter-item correlation matrix of the Organisational Culture measure, the sampling adequacy and sphericity of the inter-item correlation matrix were determined. The Organisation Culture Assessment Instrument was the measuring device (OCAI). Table 4.11 provides an illustration of the KMO for Organisational Culture results.

The KMO value, as shown in Table 4.11, is .896, which is higher than the .6 minimum value recommended by Wu et al. (2023). According to Kaiser (1974) and Field (2018), a KMO value of .896 is deemed meritorious, signifying adequate sample for factor analysis. The application of exploratory factor analysis to reveal latent cultural characteristics is justified by the extremely significant Bartlett's Test of Sphericity ($\chi^2 (210) = 2334.930, p < .001$), which validates adequate inter-item correlations. It was also possible to reject the null hypothesis that the correlation matrix is an identity matrix because Bartlett's Test of Sphericity was extremely significant. This implies a robust underlying factor structure and a high level of uniformity in the perception of organisational culture across various work environments. The suitability of factor analysis is further supported by the substantial outcome of Bartlett's test of sphericity. The sample is therefore suitable for additional factor analysis investigation.

Table 4.11:

The Kaiser–Meyer–Olkin (KMO) and Bartlett’s Test of Inter-Item Correlation for Organisational Culture

Measure	Result
Kaiser–Meyer–Olkin measure of sampling adequacy	.896
Bartlett’s test of sphericity	Approx. chi-square
	<i>df</i>
	Sig.
	2334.930
	210
	0.000

4.3.3.2 Factor Analysis

The 24-item Organisational Culture Questionnaire underwent an exploratory factor analysis using Principal Component Analyses. Four factors were initially identified by the analysis. Cross-loadings were discovered upon deeper examination of the factor loadings, however. Varimax rotation was used for a subsequent factor analysis. The Varimax rotation was used to optimise the variation explained by the factors. This approach is suitable since it simplifies understanding and corresponds to the underlying theoretical concepts. Three variables were found to account for 59.472% of the variance overall based on the factor analysis. Three items were removed because of loading issues. The three factors were named Dominant Characteristics (Factor 3), Results and Success Criteria (Factor 2), and Strategic Employee Management (Factor 1). Every item displayed loadings that were acceptable. As a result, three empirical components replaced the initial six theoretical factors in this research. Every item displayed loadings that were acceptable. The results of the factor analysis and pattern matrix are shown in Table 4.12 and Table 4.13, respectively. For the three factors mentioned, the item loadings are acceptable.

When analysing the rotated component matrix for organisation culture, it is evident that there are three factors for this variable, namely Strategic employee management (1), results and success criteria (2), and Dominant characteristics (3). The values for the communalities of the Strategic employee management factor range from -0.039 to 0.868. According to the rule of thumb, communalities should be greater than 0.30 but not greater than 0.90. This criterion is met by the following items: 1, 2, 5, 6, 8, 9, 11, 12, 13, 15, 16, 18, 19 and 20. However, items 3, 4, 7, 10, 14, 17 and 21 are marked as worrisome since they do not satisfy the previously

mentioned requirements. These low item loadings may be explained by the fact that the variance in these items is better accounted for by one of the other extracted factors, indicating limited unique contribution to this dimension.

The communalities of the success criteria and results factors have values between -0.138 and 0.825. Typically, communalities should be higher than 0.30 but not higher than 0.90. The following items that satisfy this criterion are: 3, 6, 7, 9, 10, 12, 13, 16, 17, 20, and 21. However, because they do not satisfy the aforementioned conditions, items 1, 2, 4, 5, 8, 11, 14, 15, 18, and 19 are marked as concerning. These low item loadings could be explained by the fact that one of the other extracted factors better accounts for the variance in these items, suggesting that this dimension has a limited different contribution. The cross-loading for item 6 on both the Results and Success Criteria and Strategic Employee Management factors indicates that a culture of risk-taking, innovation, and entrepreneurship is likely to have an impact on how organisational success is defined and sought after in addition to how employees are strategically managed. Second, Item 9 had a cross-loading. Item 9 had the strongest loading on the Strategic Employee Management factor, indicating that managers' approaches to people are mostly thought to be influenced by a culture that encourages individual risk-taking, creativity, and independence. The Results and Success Criteria factor's lower secondary loading (0.377) suggests that there is little perceived correlation between it and the organisation's definition or assessment of success. Item 16 was the third cross-loading. The Strategic Employee Management factor (0.677) in item 16 showed significant loading, suggesting that the organisation's focus on acquiring new resources and looking for opportunities is largely related to how people are strategically guided and encouraged to innovate. A weaker, secondary link to how success is defined in regard to opportunity and growth may be indicated by the near threshold loading on Results and Success Criteria (0.399).

Lastly, the Dominant Characteristics Factor's communalities have values between -0.128 and 0.828. According to the rule of thumb, the following items satisfy the criterion: 4, 13, 14, and 18. However, because they do not meet the aforementioned conditions, items 1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, 15, 16, 17, 19, 20 and 21 have been identified as alarming. These low item loadings could be explained by the fact that one of the other extracted factors better accounts for the variance in these items, suggesting that this dimension has a limited individual contribution.

Table 4.12:*Total Variance Explained for Organisational Culture*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.944	37.827	37.827	7.944	37.827	37.827
2	3.041	14.479	52.306	3.041	14.479	52.306
3	1.505	7.166	59.472	1.505	7.166	59.472
4	1.032	4.913	64.385			
5	0.935	4.454	68.839			
6	0.883	4.207	73.045			
7	0.650	3.095	76.140			
8	0.607	2.889	79.029			
9	0.565	2.692	81.721			
10	0.514	2.448	84.169			
11	0.466	2.219	86.387			
12	0.440	2.093	88.481			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
13	0.365	1.738	90.219			
14	0.341	1.626	91.844			
15	0.310	1.478	93.323			
16	0.287	1.366	94.689			
17	0.255	1.212	95.901			
18	0.237	1.127	97.028			
19	0.223	1.062	98.090			
20	0.204	0.972	99.062			
21	0.197	0.938	100.000			

Extraction Method: Principal Component Analysis.

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Table 4.13:*Rotated Component Matrix Organisation Culture*

Item	Component		
	1	2	3
The organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves.	0.579	-0.138	0.176
The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	0.624	0.242	-0.155
The organisation is very results oriented. A major concern is getting the job done. People are very competitive and achievement oriented.	0.120	0.742	0.090
The organisation is a very controlled and structured place. Formal procedures generally govern what people do.	-0.039	0.283	0.745
The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing.	0.775	0.079	0.114
The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking.	0.590	0.475	-0.272
The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	-0.162	0.665	0.257
The management style in the organisation is characterised by teamwork, consensus, and participation.	0.795	0.183	0.093

Item	Component		
	1	2	3
The management style in the organisation is characterised by individual risk taking, innovation, freedom, and uniqueness.	0.551	0.377	-0.075
The management style in the organisation is characterised by hard-driving competitiveness, high demands, and achievement.	-0.006	0.825	0.171
The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high.	0.774	0.084	0.103
The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	0.651	0.313	0.137
The glue that holds the organisation together is an emphasis on achievement and goal accomplishment.	0.336	0.628	0.327
The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important.	0.160	0.238	0.828
The organisation emphasises human development. High trust, openness, and participation persist.	0.868	0.051	0.061
The organisation emphasises acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	0.677	0.399	-0.128

Item	Component		
	1	2	3
The organisation emphasises competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	0.278	0.722	0.101
The organisation emphasises permanence and stability. Efficiency, control and smooth operations are important.	0.471	0.281	0.514
The organisation defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.	0.802	0.045	0.210
The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	0.330	0.507	0.108
The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	0.192	0.744	0.143

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

4.3.3.3 Descriptive Statistics and Reliability for Organisational Culture

To examine the data, descriptive statistics were employed. Prior to the factor analysis, the items were grouped together, and the item descriptive statistics of organisational culture are shown in Table 4.14.

Table 4.14:*Descriptive Statistics of Organisational Culture*

Item	Mean	Std. Deviation	Skewness	Kurtosis	α
Strategic Employee Management	3.6369	0.77470	-1.076	1.347	0.912
Results and Success Criteria	3.5406	0.79525	-0.557	0.495	0.858
Dominant Characteristics	3.4539	0.89642	-0.475	0.048	0.717

A 5-point Likert-type scale was employed, with 1 denoting "strongly disagree" and 5 denoting "strongly agree". The total mean score for organisational culture was 3.5, with the mean values for the respondents ranging from 3.4 to 3.6. shows that there was little variation in the respondents' responses, which tended to centre on a neutral to somewhat positive view of company culture. Dominant Characteristics received the lowest mean score (3.4), while Strategic Employee Management received the highest mean score (3.6).

The group's standard deviation values, which varied from 0.77 to 0.89, show a slight degree of dispersion and imply that respondents' responses were generally consistent. The group's skewness values, which varied from -1.076 to -0.475, showed a very negatively skewed distribution. The range's kurtosis value ranged from 0.048 to 1.347.

Cronbach's alpha coefficient ranged from 0.717 for Dominant Characteristics to 0.912 for Strategic Employee Management, which are high and acceptable. The overall organisational culture Cronbach's alpha coefficient was 0.844, which indicates a high level of reliability, indicating good internal consistency and suggesting that the items reliably measure the same underlying construct.

4.3.3.4 Summary of results

In summary, the Organisational Culture scale's validity and reliability are supported by the statistical analysis. There were three unique factors that represented significant aspects of organisational culture surfaced from the data, which were well-suited for factor analysis. All of the subscales showed satisfactory to good reliability, and the scale as a whole showed strong

internal consistency. These findings imply that the scale consistently and reliably represents the multifaceted nature of organisational culture.

4.3.4 Organisation Success

This section focuses on the statistical analysis of the dependent variable, organisational success. Insights from established research scales and literature were synthesized to create the questions used to measure the organisational success variable. They were meticulously modified and improved to fit the setting of our investigation, guaranteeing that the construct was captured with clarity and relevance. With an emphasis on how these seem in a post-pandemic workplace, they were especially designed to gauge opinions about the organisational traits that contribute to success. The purpose of the statistical analysis was to determine the reliability of the questions and assess the consistency of the data collected with them. To produce the results, the following statistical methods were used.

4.3.4.1 Sample Adequacy and Sphericity

The Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were used to the inter-item correlation matrix of the organisational success measure to determine its sphericity and sampling adequacy. Table 4.15 shows the results of the KMO for Organisational Success.

Given that the KMO value is .883, which is higher than the .6 minimum value recommended by Wu et al. (2023), the KMO measure validated the sample adequacy for factor analysis, as shown in Table 4.15. The results of the Bartlett's test of sphericity showed that the correlations between the items were sufficiently large for factor analysis ($p < .05$). This implies that the way organisation effectiveness is viewed in various businesses follows a clear and consistent factor structure from a post-pandemic perception. Employees' responses to the questions were consistent and cohesive, demonstrating common sense of what makes an effective company, even when the participating organisations were diverse. These results imply that fundamental components of organisational success are widely recognised in the private sector and justify the application of this effectiveness scale in cross-organisational research. As a result, the sample is suitable for additional factor analysis study.

Table 4.15:

The Kaiser–Meyer–Olkin (KMO) and Bartlett’s Test of Inter-Item Correlation for Organisational Success

The Kaiser–Meyer–Olkin (KMO) and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.883
Bartlett's Test of Sphericity	Approx. Chi-Square	634.409
	df	15
	Sig.	0.000

4.3.4.2 Factor Analysis

On the six-item Organisational Success questionnaire, exploratory factor analysis (EFA) was performed using principal component analysis (PCA). Only one factor was identified by the analysis, as evidenced by the single factor's eigenvalue being greater than 1. It is evident that the items primarily measure a single underlying construct related to organisational success, as this factor accounts for 64.386% of the total variance.

No other eigenvalues were greater than 1, so no other factors were found. Each item's loading on the single factor was acceptable, indicating that it was in line with the construct being measured. The analysis thus validates the 6-item Organisational Success questionnaire's unidimensional structure. The results of the factor analysis and the pattern matrix are shown in Tables 4.16 and 4.17, respectively.

The Organisational Success factor analysis showed that it had a unidimensional structure, with each item strongly loading onto the Organisational Success factor. The scale's factor loadings, which ranged from 0.687 to 0.864, showed that each item made a significant contribution to the underlying construct. Strong internal consistency and the construct validity of the scale are supported by the lack of low loadings, which indicate a consistent and well-defined factor that accurately captures the idea of perceived organisational success.

Table 4.16:*Total Variance Explained for Organisational Success*

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.863	64.386	64.386	3.863	64.386	64.386
2	0.632	10.535	74.921			
3	0.575	9.580	84.501			
4	0.391	6.524	91.025			
5	0.297	4.957	95.982			
6	0.241	4.018	100.000			

Extraction Method: Principal Component Analysis.

Table 4.17:*Rotated Component Matrix Organisational Success*

Items	Component
	1
The organisation's mission and vision are clearly understood and effectively guide our operations.	0.838
The current organisational structure supports efficient decision-making and goal achievement.	0.837
The resources and technologies provided by the organisation are sufficient to meet operational demands and achieve objectives.	0.687
Our organisational culture promotes accountability and contributes positively to overall performance.	0.864
Employee performance and productivity in this organisation align with the strategic goals.	0.847
The organisation's post-pandemic policies have enhanced operational efficiency and effectiveness.	0.724

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

4.3.4.3 Descriptive Statistics and Reliability for Organisational Success

To examine the data, descriptive statistics were employed. Prior to the factor analysis, the items were grouped together, and the item descriptive statistics of organisational success are shown in Table 4.18.

Table 4.18:

Descriptive Statistics of Organisational Success

	Mean	Std. Deviation	Skewness	Kurtosis	α
Organisational Success	3.8350	0.81991	-0.870	0.572	0.884

Organisational success was measured using a 5-point Likert-type scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree". The respondents' responses tended to cluster slightly above the middle of the scale, indicating a generally positive sense of organisational success, according to the factor's mean score of 3.8. With a standard deviation of 0.8 for this factor, there was little variation in the replies, suggesting that participants' opinions on organisational success were mostly in agreement.

With a skewness value of -0.870, this component indicated a significantly negatively skewed distribution with responses that tended toward higher degrees of agreement. With a kurtosis score of 0.572, the distribution was found to be comparatively normal and just slightly flattened. Finally, the organisational success scale has a high degree of internal consistency and reliability, as seen by its Cronbach's alpha coefficient of 0.88, establishing that the items consistently assess the same underlying construct and demonstrating strong internal consistency.

4.3.4.4 Summary of Results

In conclusion, the statistical analysis demonstrates the validity and reliability of the Organisational Success scale. Strong inter-item correlations and adequate sampling were seen in the data, suggesting that factor analysis was appropriate. The emergence of a single, well-defined element suggests that the scale assesses a single, cohesive concept of organisational success. The items' strong collaboration in assessing this construct is further supported by the excellent internal consistency reliability. Together, these findings imply that the scale is a reliable instrument for measuring responses on organisational success in the context of the sample.

4.4 Testing of Hypotheses

Four hypotheses were developed for this research investigation. Pearson correlation analyses were utilised to examine the first three hypotheses in this study. The statistical tests performed on these hypotheses are shown below.

4.4.1 Pearson Correlation Analysis

To determine the relationships between transformational leadership, organisational culture, and organisational success, a Pearson correlation coefficient was utilised.

Table 4.19 presents the findings from hypothesis testing using Pearson correlation analysis. Except for the association between passive leadership and organisational success, all of the correlations were significant, according to the data in Table 4.19. Regardless of the direction of the link, a correlation of 1.0 indicates a smooth relationship between the variables (Ranganathan & Aggarwal, 2016).

Table 4.19:*Pearson Correlation Analyses between Transformational Leadership, Organisational Culture and Organisation Success*

	Transformational Leadership	Passive Leadership	Strategic Employee Management	Results and Success Criteria	Dominant Characteristics	Organisational Success
Transformational Leadership	1					
Passive Leadership	0.129	1				
Strategic Employee Management	.223**	-0.064	1			
Results and Success Criteria	.292**	0.038	.435**	1		
Dominant Characteristics	.164*	.386**	.340**	.527**	1	
Organisational Success	.195**	0.009	.777**	.305**	.346**	1

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

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

4.4.1.1 Hypothesis 1

H1 stated: Transformational leadership will be positively related to organisational culture.

Table 4.19 shows that, with differing effect sizes throughout its dimensions, Transformational Leadership and Organisational Culture are significantly positively correlated. Transformational Leadership has a small but substantial positive relationship with Strategic Employee Engagement ($r = .223$, $N = 200$, $p \leq .01$) and a small to medium influence ($r = .292$, $N = 200$, $p \leq .01$) with Results and Success Criteria. With a little effect ($r = .164$, $N = 200$, $p \leq .05$), Transformational Leadership also has a significant relationship with Dominant Characteristics. These results imply that transformational leadership has a role in establishing organisational culture, especially when it comes to creating a setting that prioritises accomplishment standards and employee engagement. The most significant correlation was found between Transformational Leadership and Results and Success Criteria, suggesting that transformational leaders have an impact on the organisation's definition and assessment of success. As a result, the findings validate H1, demonstrating a strong positive correlation between organisational culture and transformational leadership.

4.4.1.2 Hypothesis 2

H2 stated: There exists a significant positive relationship between Transformational Leadership and Perceived Organisational Effectiveness.

The findings in Table 4.19 demonstrate a minor but significant positive relationship between Transformational Leadership and Organisational Success ($r = .195$, $N = 200$, $p \leq .01$). This hypothesis testing results are supported by Garad et al. (2022), where their findings were that transformational leadership improves workplace productivity. Despite the statistical significance of this link, the effect size indicates that transformational leadership has a very small direct impact on organisational success. This research suggests that transformational leaders may have an indirect effect that is mediated by organisational culture, even while they do contribute to the perceived success of the organisation. Although the effect is modest, the results demonstrate a favourable association between perceived organisational effectiveness and transformational leadership, supporting H2.

4.4.1.3 Hypothesis 3

H3 stated: There exists a significant positive relationship between Organisational Culture and Perceived Organisational Effectiveness.

Table 4.19 shows that there is a significant positive relationship between Organisational Culture and Organisational Success, with effects varying from modest to strong across cultural

dimensions. The results of this hypothesis testing are supported by Puppatz et al. (2023), who found that cultural factors work together to promote organisation success. support by Garad et al. (2022), who mention that Organisational success and strategic employee engagement have a strong positive correlation ($r = .777$, $N = 200$, $p \leq .001$). With a medium effect ($r = .305$, $N = 200$, $p \leq .01$), Results and Success Criteria and Dominant Characteristics have a notable positive relationship with Organisational Success. According to these studies, strategic employee engagement is the best indicator of success, and organisational culture has a significant impact on organisation success. The results support H3, confirming a significant positive relationship between Organisational Culture and Perceived Organisational Effectiveness.

4.4.1.4 Hypothesis 4

H4 stated: The relationship between Organisation Success and Transformational Leadership is mediated by Organisational Culture.

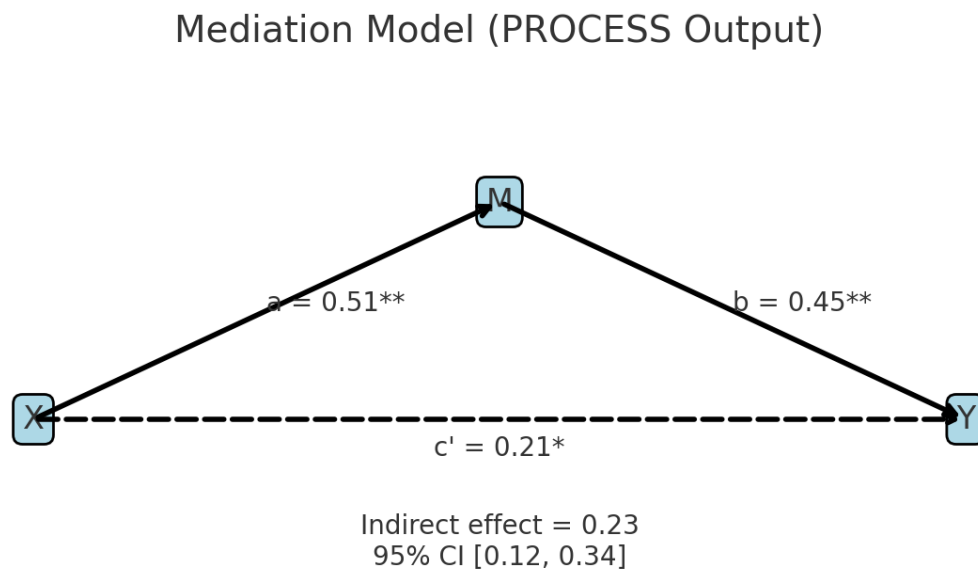
The findings suggest that the relationship between Organisational Success and Transformational Leadership may be mediated by Organisational Culture. First, there is a substantial correlation between Transformational Leadership and Organisational Culture ($r = .223$ to $.292$, $p \leq .01$), and between Organisational Culture and Organisational Success ($r = .305$ to $.777$, $p \leq .01$). Furthermore, although there is a substantial correlation between Transformational Leadership and Organisational Success, the effect is less pronounced ($r = .195$, $p \leq .01$), indicating that Organisational Culture can serve as a mediating factor. Strategic employee engagement is the best indicator of organisational success, indicating that transformational leadership practices may have a major effect on success by influencing organisational engagement and culture. The findings point to support for H4, suggesting that organisational culture is most likely the mediating factor in the relationship between transformational leadership and organisational success, even if formal mediation study is necessary for definitive evidence.

4.4.2 Mediation Regression Analysis

The mediation and moderating effects of the variables in this study were ascertained through a series of multiple regression analyses. To lessen multi-collinearity, the predictor and moderator variables were centred.

Figure 4.1:

Mediation Model (Process output)



4.4.2.1 Regression Analysis for Passive Leadership, Organisational Culture and Organisation Success

Table 4.20 shows the four steps that were involved in mediation analyses: (a) the relationship between the predictor and dependent variable; (b) the relationship between the mediator and dependent variable; (c) the relationship between the predictor, mediator and dependent variable; and (d) the relationship between the predictor, mediator and dependent variables with the interaction variable added. A mediator is a way in which an independent variable impacts a dependent variable (Bhandari, 2021).

Table 4.20:*Multiple Regression Analysis for Passive Leadership, Organisation Success and Organisational Culture*

	Unstandardized Coefficients		Standardized Coefficients			R	R ²	R
	B	Std. Error	Beta	t	Sig.	.009 ^a	0.000	-0.005
Regression: Passive Leadership and Organisational Success								
(Constant)	3.814	0.170		22.469	0.000			
Passive Leadership	0.011	0.080	0.009	0.132	0.895			
Regression: Organisational Culture and Organisational Success						.594 ^a	0.353	0.350
(Constant)	1.188	0.260		4.565	0.000			
Organisational Culture	0.749	0.073	0.594	10.337	0.000			
Regression: Passive Leadership, Organisational Culture and Organisational Success						.601 ^a	0.361	0.355
(Constant)	1.328	0.273		4.856	0.000			
Passive Leadership	-0.106	0.066	-0.093	-1.605	0.110			
Organisational Culture	0.769	0.073	0.610	10.500	0.000			

The mediation analysis's first step explored the direct correlation between organisational success and passive leadership. Passive leadership does not significantly affect organisational success, according to the research ($\beta = 0.011$, $p = 0.895$). This implies that organisational success is not much predicted or influenced by passive leadership alone. As a control variable, work satisfaction also only explained 0.9% of the variation in organisational commitment ($R^2 = 0.009$, $p < 0.00$). These results suggest that other elements like organisational culture might be more important in determining an organisation's success.

The second step focused on how organisational success and organisational culture relate to one another. The findings showed that these two factors had a substantial and significant positive connection ($\beta = 0.75$, $p = 0.00$). This implies that employees are more likely to enjoy greater levels of organisational success if they believe their company culture is strong and encouraging. Furthermore, 59% of the variation in organisational success was explained by organisational culture ($R^2 = 0.35$, $p < 0.00$), underscoring the critical role that culture plays in determining an organisation's overall effectiveness and performance.

The final step involved testing a mediation model by incorporating organisational culture and passive leadership as determinants of organisational success. The findings showed that the direct correlation between passive leadership and organisational success did not change when organisational culture was incorporated into the model ($\beta = -0.11$, $p = 0.11$). Nonetheless, there was still a robust and significant correlation between organisational culture and success ($\beta = 0.77$, $p = 0.00$).

Sixty percent of the variation in organisational success was explained by the combined influence of organisational culture and passive leadership. This implies that organisational culture mediates the impact of passive leadership, even though it has no direct effect on success. In other words, despite leadership inefficiencies, a strong organisational culture can mitigate the negative impacts of passive leadership and promote organisational success.

Figure 4.2:

Mediation Analysis between Passive Leadership, Organisational Culture and Organisation Success

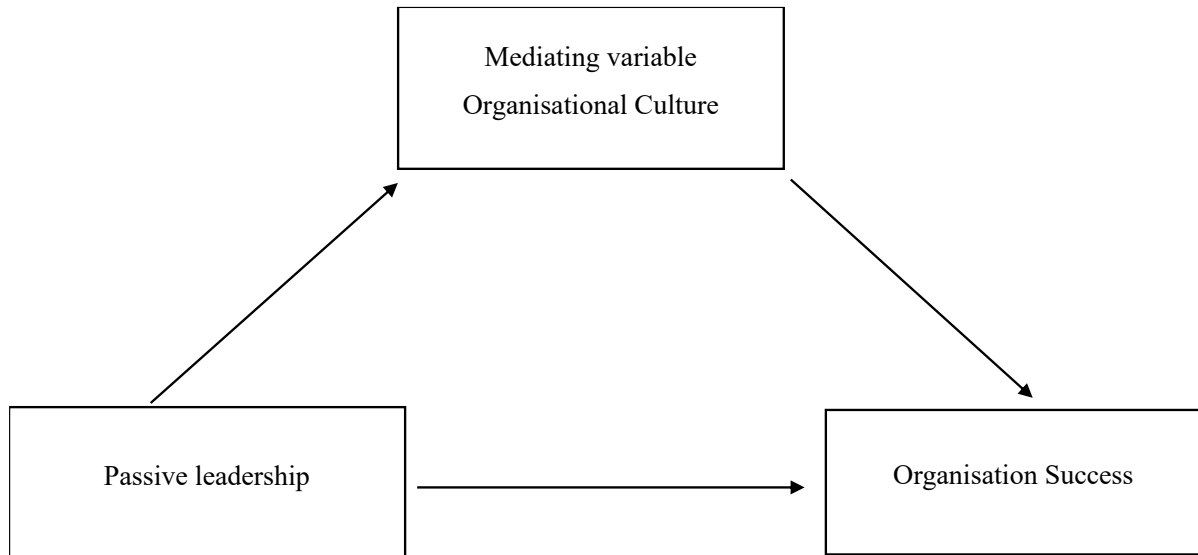


Table 4.21:*Multiple Regression Analysis for Transformational Leadership, Organisation Success and Organisational Culture*

	Unstandardized Coefficients		Standardized Coefficients		Sig.	R	R2	R
	B	Std. Error	Beta	t				
Regression: Transformational Leadership and <i>Organisational</i> Success						.195^a	0.038	0.033
(Constant)	2.843	0.359		7.919	0.000			
Transformational Leadership	0.309	0.110	0.195	2.798	0.006			
Regression: <i>Organisational</i> Culture and <i>Organisational</i> Success						.594^a	0.353	0.350
(Constant)	1.188	0.260		4.565	0.000			
Organisational Culture	0.749	0.073	0.594	10.337	0.000			
Regression: Transformational Leadership, <i>Organisational</i> Culture and <i>Organisational</i> Success						.595^a	0.354	0.347
(Constant)	1.082	0.348		3.113	0.002			
Transformational Leadership	0.044	0.095	0.028	0.460	0.646			
Organisational Culture	0.740	0.076	0.586	9.761	0.000			

The direct correlation between transformational leadership and *organisational* success was examined in the first step of the mediation study. The results of regression analysis showed that transformational leadership had a modest but statistically significant impact, accounting for 12% of the variance in *organisational* success ($\beta = .195$, $p < .05$, 95% CI [.08,.31]). Only 3.3% of the variance in *organisational* success was explained by the model ($R^2 = 0.033$), suggesting that other elements, such *organisational* culture, may have a greater influence on *organisational* success.

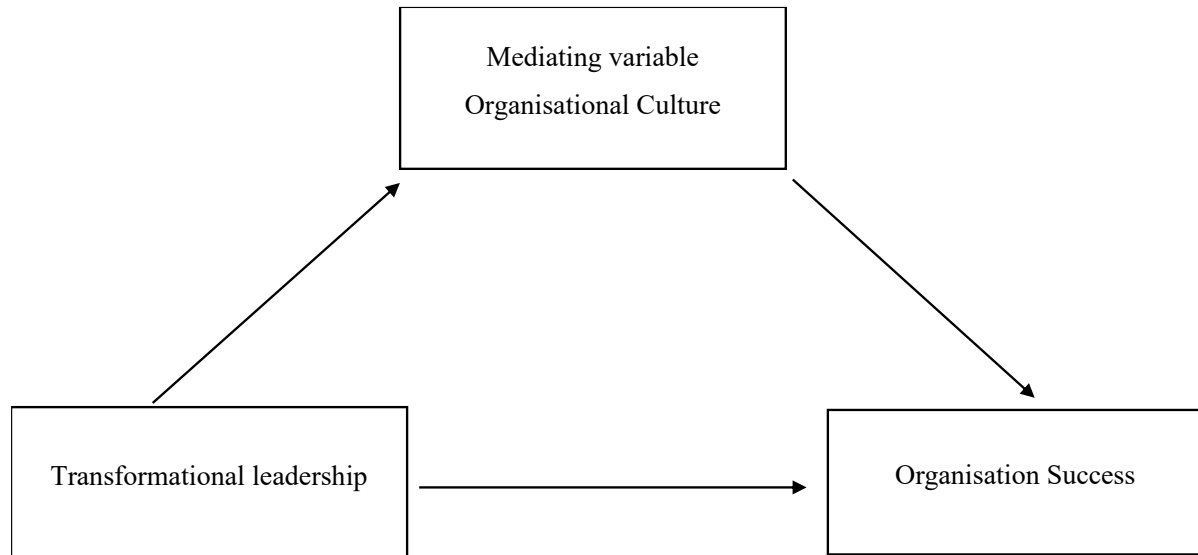
The second step focused on how *organisational* success and *organisational* culture relate to one another. The findings showed that these two variables had a substantial and significant positive connection ($\beta = 0.594$, $p = 0.000$). This implies that workers are more likely to enjoy greater levels of *organisational* success if they believe their company culture is strong and encouraging. Furthermore, 35% of the variation in *organisational* success was explained by *organisational* culture ($R^2 = 0.350$, $p < 0.00$), underscoring the critical role that culture plays in determining an organisation's overall effectiveness and performance.

The third step involved testing a mediation model by incorporating *organisational* culture and transformational leadership as determinants of *organisational* success. The findings showed that transformational leadership and *organisational* success were no longer significant ($\beta = 0.028$, $p = 0.646$) when *organisational* culture was incorporated into the model. Nonetheless, there was still a significant and high correlation between *organisational* culture and success ($\beta = 0.586$, $p = 0.000$).

Organisational culture and transformational leadership together accounted for 34.7% of the variation in *organisational* effectiveness. This implies that, even while *organisational* culture is taken into consideration, transformational leadership does not directly affect *organisational* success; rather, *organisational* culture may operate as a mediating factor. To put it another way, a strong *organisational* culture can boost transformational leadership's beneficial benefits and promote an organisation's success.

Figure 4.3:

Mediation Analysis between Transformational Leadership, Organisational Culture and Organisation Success



4.4.2.2 Summary of Results

To conclude the information presented in the preceding sections, the results of the statistical analysis of the relationship between Transformational leadership Organisational Culture and Organisation success can be summarised as follows:

- There is a significant positive relationship between Transformational leadership and Organisational Culture.
- The dimensions of Organisational Culture (Strategic Employee Management, Results and Success Criteria, Dominant Characteristics) are positively significantly related to Transformational leadership.
- There is a significant positive relationship between Organisational Culture and Organisation Success.
- The dimensions of organisational culture (Diversity and Values, EVP, Physical Work Environment, and Strategic Direction) are positively significantly related to Organisation Success.
- There is a significant negative relationship between Transformational leadership and Organisation Success.

- The one of the dimensions of Transformational leadership (Passive leadership) is negatively significantly related to Organisation success. However, Transformational leadership is significantly related to Organisation success.

Chapter 5: Discussion and Conclusions

5.1 Introduction

The statistical analysis and study findings were provided in the previous chapter. This chapter gives a summary of the research objectives, discusses the empirical findings, and discusses the outcomes of the research hypotheses. The limitations of the study, recommendations for future investigations, the study's contribution, its purpose, the literature's conclusion, and the dissertation's conclusion are also included in this chapter. Based on the literature review that was at hand, four hypotheses regarding the relationships between organisational culture, transformational leadership, and organisation success were developed. Through the use of statistical analysis methodologies, these study hypotheses were empirically tested. The previous chapter contained the results. This section will discuss those empirical findings.

5.2 Overview of Research Objectives

The primary research objective was to investigate the relationship between transformational leadership, organisational culture and perceived organisation effectiveness in a post-pandemic workplace among employees in the Private sector of the Western Cape. The specific research objectives were to determine interrelationships between transformational leadership, organisation culture and organisation effectiveness. In addition, to determine whether organisational culture mediates the relationship between organisation effectiveness and transformational leadership.

5.2.1 To explore and understand the relationship between transformational leadership and organisational culture

A model of Transformational Leadership in the Organisational Culture of Preschool Institution is examined by Mlinarević et al. (2021). The relationship between a leader's traits and the transformational leadership model within the preschool institution's organisational culture is the fundamental premise of this article. Ten kindergartens in a private Croatian preschool institution served as the site of the study. A total of 51 students from nine kindergartens took part in the study. A quantitative research approach was applied in this investigation. The study's findings indicate that there is no statistically significant difference between leaders and preschool teachers when it comes to how frequently they apply transformational leadership.

The study found that being in a formal leadership role versus being a teacher does not increase or decrease the likelihood of demonstrating transformational leadership attributes such as inspiring others, offering individual assistance, or fostering creativity. As a result of the diverse size and position complexities within the private sector, this study directly supports the current

research study, indicating that these attributes may be demonstrated regardless of job title, which does not limit the researcher in this regard. The impact that transformational leadership and organisational culture have on performance within a company is examined in Nguyen et al.'s 2023 study. The findings show that, depending on the situation, transformational leadership has different effects on organisational performance and culture. Structural equation modelling is used to accomplish this using data from 903 workers in the Vietnamese manufacturing sector. The study shows how transformational leadership's effects on an organisation's performance are both directly and partially mediated by its organisational culture. This finding directly explains the current study's fourth research question and hypothesis which further supports the investigation but within the post-pandemic workplace and within the private sector. The findings have theoretical and practical implications for companies seeking to improve organisational success through changes to culture and leadership style.

Drawing from these varied research perspectives, the current study's first hypothesis directly addresses the fundamental relationship between these two constructs. With effect sizes ranging from small to moderate, all three organisational culture dimensions exhibit statistically significant positive relationships with transformational leadership, supporting the hypothesis. According to the results of the Pearson correlation analysis, transformational leadership and the Results and Success Criteria dimension appear to have the strongest link ($r = .292$). Even though none of the r values are higher than 0.3, the correlations are consistently positive and statistically significant across all three cultural dimensions, supporting the idea that transformational leadership and organisational culture are positively correlated.

This above finding is consistent with the literature discussed in Chapter 2, wherein researchers like Diamantidou et al. (2024) discovered a substantial correlation between culture and leadership. According to Diamantidou et al. (2024), transformational leaders contribute significantly to the development of organisational culture by advocating for ideas that are simple for others to understand. The hypothesis and the statistical findings mentioned above are directly supported by this literature. It is evident that transformational leaders have a role to play in using their influence to communicate and generate support for adopting a positive organisational culture, even though statistical analysis and theoretical literature both explain that there is a relationship between these two variables.

5.2.2 To examine the extent of the relationship between transformational leadership and organisational effectiveness

Garad et al. (2022) looked into the relationship between transformational leadership, improving employee performance, and raising organisational effectiveness. In this article, the meta-analysis methodology was employed. Extraction and analysis of findings from the chosen literature are required for a meta-analytic literature review. The outcomes demonstrate how transformational leadership improves workplace productivity. The more management leaderships exhibit the qualities of a transformational leader, such as positive impact, inspirational motivation, and individual consideration, the more creative skills and abilities their subordinates will have. Additionally, the findings show that a transformational leader makes a major contribution to the growth of his team members' skills, which has a good impact on the improvement of the organisation's effectiveness. This source directly supports the research study at large and specifically and directly supports my second research question which aims to explore the relationship between transformational leadership and organisational effectiveness.

Atoko (2022) studied how transformational leadership affects how well organisations perform when they are located in developing nations. It is a review of literature. The study's technique was in line with Grant and Booth's (2009) assertion that secondary data is sufficient for data collecting. As a result, the methodology's primary source of information was secondary data, which was highly relied upon. According to the study's findings, businesses should foster an environment where managers can inspire and support staff members' creativity and innovation through transformational leadership. To improve organisational effectiveness and efficiency, managers should also receive training in effective leadership techniques that help motivate staff to work at their highest levels. Both leaders and policymakers should develop the pertinent policies required to improve organisational performance. The findings of this study shed light on the crucial role that leadership development plays in organisational effectiveness, emphasising the importance of deliberately empowering and upskilling corporate leaders and managers to ensure they have the competences needed for peak performance. These findings significantly feed the current research study, stressing that in the post-pandemic workplace, businesses must go beyond simply understanding leadership contributions to actively adopting targeted interventions and training programmes. The findings highlight the need to provide leaders with the required skills and expertise to handle the intricacies of modern work arrangements and drive organisational success in an ever-changing business context.

Given these diverse empirical findings across different organisational contexts, the current study's second hypothesis examined the relationship between transformational leadership and organisational effectiveness. The result of the statistical analysis supports the second hypothesis. At the 0.01 level, the correlation coefficient ($r = .195$) shows a slight positive association that is statistically significant. The association is positive and statistically significant, supporting the hypothesis even if its effect size is less than 0.3. This implies that although the association between transformational leadership and organisational success is not very strong, it does exist. While a correlation of 0.195 between transformational leadership and organisational success is significant, it should not be interpreted as evidence of causation; further research is needed to explore this relationship.

The above finding is consistent with the literature discussed in Chapter 2, where researchers like Lin et al. (2022) described how transformational and transactional leadership influence organisational success. According to Lin et al. (2022), transformational leaders set an example for their followers by working for the good of the group and the organisation. Thus, this hypothesis is directly supported by this theoretical conclusion

5.2.3 To investigate the relationship between organisational culture and organisational effectiveness

Through a fuzzy-set study conducted within organisational units of two organisations, Puppatz et al. (2023) investigated the connection between organisational culture and organisational effectiveness. The results of the two samples, which included 998 employees in 49 work units of a fashion store and 1,170 people in 89 work units of a financial service provider, showed that cultural dimensions do not operate independently but rather collaborate to achieve total success. This study is directly relevant to the current research investigation since it addresses the third research question while providing considerable support for the fourth hypothesis about the mediating effect of organisational culture. Although the study does not clearly identify additional characteristics or variables that help organisational culture achieve effectiveness, it makes a substantial contribution to the notion that organisational culture alone is insufficient for optimal effectiveness results. As a result, the findings of this study provide a strong theoretical foundation for current research, particularly when investigating the complex interplay between leadership, culture, and organisational efficiency in contemporary workplace contexts.

In a related study, the relationship between employment status, organisational culture, and the effectiveness of organisations in higher education is studied by Deem et al. (2015). The study

polled 159 part-time (PT) faculty members and 65 full-time (FT) faculty members from seven schools of a private, online institution. The study's findings showed that there were no appreciable variations between FT and PT faculty perceptions of organisational culture or institutional performance. Perception discrepancies between schools were found. Investigating discipline as a factor in the inter-school differences calls for more research in this area.

Given these diverse empirical findings across different organisational contexts, the current study's third hypothesis examined the relationship between organisational culture and organisational effectiveness. The result of the statistical analysis supports the third hypothesis. The hypothesis is strongly supported by the data. With effect sizes ranging from moderate to strong, all three dimensions of organisational culture have statistically significant positive relationships with organisational success. Organisational success and strategic employee management have a particularly strong correlation ($r = .777$), suggesting that there is a significant positive association between these two dimensions of organisational culture and organisation success. The notion is further supported by the moderately positive relationships that are also shown by the other two organisational culture measures ($r = .305$ and $r = .346$). Overall, there is adequate proof to support H3, with one organisational culture factor demonstrating a particularly strong association with organisational success and all other dimensions demonstrating significant positive relationships.

This is in line with Denison's (1990) cultural paradigm, which emphasises mission, involvement, and adaptability as important factors influencing organisational effectiveness. Adhocracy and Clan cultures foster innovation and teamwork, which are essential for efficacy, as demonstrated by Cameron and Quinn (2006). This perspective was expanded by Naor et al. (2008), who made a clear connection between high-performing organisations' operational excellence and culture. According to this study, Western Cape private sector companies with mission-driven and cooperative cultures were more successful in recovering from the pandemic. The above statistical findings is consistent with the research discussed in Chapter 2, where researchers like Reetu et al. (2022) stress the significance of employee commitment to the company's success. Going a step further, Reetu et al. (2022) concluded that dedicated workers are more likely to work harder, adhere to the organisation's principles, and remain members for a longer amount of time to attain effectiveness. The strong association between the dimensions of strategic employee management and organisational success can be commonly explained by this conclusion. Thus, it can be argued that to fulfil business objectives, organisations must consciously use human resources practices or talent strategies to ensure that employees are being used effectively, where workforce planning, succession

planning, and employee development would be possible examples where this can be enforced. According to researchers such as Ahmad and Chowdhury (2024), organisational culture is essential for fostering success, particularly in the post-pandemic age. Therefore, the above finding is consistent with further literature discussed in Chapter 2. Examining the study's context, which is investigating these variables in the post-pandemic workplace, the survey respondents offered input based on their experiences in the post-pandemic workplace as it exists today. This literature provides direct evidence for the findings of the statistical analysis, where all three organisational culture and success dimensions have a substantial association. Thus, this hypothesis is grounded and supported by both statistical evidence and theoretical literature.

5.2.4 To ascertain whether the relationship between organisational effectiveness and transformational leadership is mediated by organisational culture

Whether transformational leadership affects organisational culture in a way that increases the effectiveness of non-government organisations (NGOs) is examined by Mahalinga Shiva and Suar (2011). Additionally, it examines whether NGO effectiveness enhances programme outcomes in terms of villagers' happiness, income, and education. A total of 312 NGOs in the Indian state of Jharkhand provided the information. Using standardized measures, NGO staff members evaluated transformational leadership, organisational culture, and NGO success. Villagers used wooden cubes to assess programme outcomes related to health, income, education, and happiness. The results show that transformational leadership creates organisational cultures that increase the effectiveness of NGOs. Although transformational leadership does not directly affect NGO effectiveness, it does so by strengthening organisational culture. This study's findings are closely related to the current research's fourth hypothesis, which investigates whether organisational culture acts as a mediating factor in the relationship between transformational leadership and organisational success. The study provides considerable evidence for this mediating link within the NGO organisational setting, revealing how transformational leadership promotes effectiveness via cultural mechanisms. As a result, these data provide strong theoretical and empirical support for the current study's proposed mediation paradigm.

From the viewpoint of a Multinational Company (MNC) in Africa, Muzondiwa et al. (2022) investigated the connection between transformational leadership, perceived organisational effectiveness, and organisational culture. A non-probability sample of 400 employees out of a total of 1,256 employees participated in the survey. The data was analysed using structural

equation modelling, which is a quantitative research methodology. According to the findings, perceived organisational effectiveness was positively correlated with organisational culture, perceived organisational effectiveness was negatively correlated with transformational leadership, and organisational culture acted as a mediating factor between perceived organisational effectiveness and transformational leadership. The outcomes of this study give convincing evidence that directly supports the current study's fourth premise and research question, revealing a considerable mediation impact within the leadership-culture-effectiveness link. The study found that, while organisational culture has a positive correlation with perceived organisational effectiveness, transformational leadership has a negative correlation with effectiveness outcomes, with organisational culture acting as a critical mediating mechanism between these variables. These findings support the theoretical framework that underpins the current study's fourth hypothesis, confirming that organisational culture serves as an intermediary factor through which transformational leadership influences organisational effectiveness, thus validating the proposed mediation model in this organisational context.

Expanding on these research insights, the current study's fourth hypothesis addresses whether the relationship between transformational leadership and organisational success is fully mediated by organisational culture. Through the analysis of the correlation data and regression-based mediation testing, they provided strong support for hypothesis H4. The correlation testing displayed significant associations between transformational leadership and organisational success ($r = .195, p < .01$), transformational leadership and organisational culture dimensions, and organisational culture dimensions and organisational success. A total of 3.3% of the variance was explained by the mediation analysis, which showed that transformational leadership was the initial predictor of organisation success ($\beta = 0.195, p = 0.006$). Organisational culture explained 35% of the variance and was a strong predictor of organisational success ($\beta = 0.594, p < 0.001$). The impact of transformational leadership was no longer significant ($\beta = 0.028, p = 0.646$) when both factors were incorporated into the model, while organisational culture was still a powerful predictor ($\beta = 0.586, p < 0.001$). These results demonstrate that the relationship between transformational leadership and organisational effectiveness is fully mediated by organisational culture. The research finds that organisation culture fully mediates transformational leadership's impact on organisation effectiveness in hybrid contexts extends Bass's (1985) and other models that are applicable by highlighting culture's critical role under conditions of distributed work. Instead of having direct effects, transformational leadership seems to improve organisational success mostly via cultivating a

favourable organisational culture. This hypothesis is further confirmed by Diamantidou et al. (2024), who discovered a conceptual and practical relationship between organisational effectiveness, transformational leadership and organisational culture.

5.3 Discussion

The complex nature of the relationship between transformational leadership and organisational success, rather than just the fact that it exists, is perhaps one of the study's most striking conclusions. Transformational leadership and organisational success have a modest direct association ($r = .195$), which is consistent with recent research showing that leadership's influence is becoming more indirect and moderated by organisational culture in post-pandemic settings (Khan et al., 2023). This implies that the main way that leaders influence others is by creating a culture that is resilient and adaptable, a conclusion that is supported by Amah and Ahiauzu (2022). This conclusion is especially significant when considered in the context of the post-pandemic workplace.

The weak direct effect implies that in settings where teams are geographically distributed and interactions are increasingly mediated by digital platforms, the conventional notion of the leader as a single, heroic force behind achievement may be less relevant. This is consistent with recent studies showing that in remote and hybrid circumstances, where structural and cultural aspects become more important, leadership impact is frequently distributed (Khan et al., 2023).

Additionally, the study discovered that the relationship between transformational leadership and organisational success is fully mediated by organisational culture. This mediation effect offers a strong explanatory mechanism: transformational leaders largely create and maintain a supportive, flexible, and strategically aligned culture rather than directly influencing organisational effectiveness. Their initiatives, such as providing intellectual stimulation and inspirational motivation, are directed toward creating a culture that encourages collaborative behaviour, resilience, and creativity rather than directly translating into success (Alrowwad et al., 2020; Amah & Ahiauzu, 2022).

Therefore, it is more advantageous to consider the nature of the transformational leader's job in the post-pandemic workplace as that of a cultural architect. In the end, organisational success is mostly driven by the culture, which is defined by high levels of strategic employee management, adaptability, and shared values. These results support the idea that, in modern contexts, culture is the crucial mechanism that transforms leadership into observable organisational outcomes rather than just a mediating variable (Khan et al., 2023).

5.4 Contributions of the Study and Practical Implications

The current investigation offers several significant insights into post-pandemic organisational practice and scholarly literature. Research on transformational leadership, organisational culture, and organisational effectiveness in the post-pandemic workplace, especially in the private sector is currently scarce. Thus, the findings obtained provide the foundation for further research studies and add to the growing library that exists on these variables in the new-normal work environment context. The findings from the research have important real-world ramifications for organisational development. To provide leaders with transformational leadership competencies, the starting point is the necessity of focused training and development initiatives. Organisations should invest in leadership development programmes that encourage intellectual stimulation, individual consideration, and inspirational motivation, all factors of transformational leadership that eventually impact company culture and success.

This study also emphasises how crucial it is to continuously assess organisational culture in order to comprehend the lived experiences of employees. Organisations would benefit from conducting systematic culture surveys to find gaps between espoused values and actual practices, as evidenced by the high association found between organisational culture and success. Targeted interventions to match leadership styles and employee actions with the organisation's desired behavioural characteristics can be informed by these assessments.

The results of this study may also help management and organisational leaders become more conscious of their own dominant leadership philosophies and assess whether they are actually increasing worker engagement and productivity. Since the study shows that leadership has a strong relationship with organisational success through its influence on organisational culture rather than directly through impacts, this self-reflection is crucial.

Furthermore, this study raises an important discussion on the critical part organisational culture plays when evaluating how effective an organisation is. Cultural components should be proactively managed as vital organisational assets rather than as incidental outcomes of activities, as demonstrated by the high correlation found between numerous organisational culture dimensions and organisational success. These findings highlight how crucial it is to support cultural development programmes, especially in hybrid work environments. Lastly, by emphasising these relationships, this study offers organisations evidence-based recommendations for developing integrated strategies for initiatives involving cultural transformation and leadership development that can eventually improve organisational effectiveness in the changing post-pandemic workplace.

5.5 Limitations of the Study

The study's sample size is the first limitation that has been identified. A total of 200 people made up the study's sample, but given the significant nature of the research and a more comprehensive perspective on the subject, a larger sample size would have added more insightful participants and results. The application of sample size calculations has a direct impact on research outcomes, claim Faber and Fonseca (2014). A study's internal and external validity are compromised by extremely small sample sizes (Faber & Fonseca, 2014). Even when differences are clinically minor, very large samples have the tendency to make them statistically significant (Faber & Fonseca, 2014).

The study employed a cross-sectional research method, which involves examining a particular occurrence at a single point in time (Saunders et al., 2016). This implies that any inferences about the relationships among organisational culture, transformational leadership, and success can only be made at a particular moment in time. One drawback of this was that the researcher was unable to conduct a longitudinal study to examine how the association changed and evolved over time. According to Caruana et al. (2015), longitudinal studies use repeated or continuous assessments that monitor specific individuals over extended periods of time. In general, they are observant in nature (Caruana et al., 2015). A longitudinal study might have provided a more accurate account since it might have eliminated any bias that might have affected the participant at the time of the study (Caruana et al., 2015). Future studies should use longitudinal techniques to monitor changes over time, as the cross-sectional approach restricts the ability to draw conclusions about causality (Khan et al., 2023).

The use of non-probability sampling was the third restriction of this study because there was no random selection, which makes it impossible to safely extrapolate the findings to the full population (Kim, 2022). Second, the study's use of purposive sampling may encourage selection bias since participants or researchers may inadvertently introduce biases that compromise the representativeness of the sample (Kim, 2022).

Thirdly, mixed-method research should be taken into account in future research, especially when it comes to remote and hybrid work situations. Combining quantitative surveys with qualitative methods like focus groups or semi-structured interviews may provide deeper and more complex understanding of how leadership is viewed and practised in various organisational contexts. Employee experiences, cultural perspectives, and psychological dynamics that could not be well captured by formal questionnaires would be especially well-served by such methods.

Fourth, more cultural and psychological constructs should be investigated in future studies as possible moderators or mediators. Trust, employee engagement, psychological safety, and innovation climate are a few examples of variables that could help us to better understand how leadership affects organisational effectiveness. This would enable scholars to develop more comprehensive and contextually appropriate models of the impact of leadership. Lastly, the demographic and geographic breadth of comparable studies should be extended in subsequent research. Research on leadership styles, cultural norms, and economic realities that influence organisational dynamics could be conducted in neighbouring provinces or in organisations headquartered in rural and township areas. Additionally, demographic factors that affect the effectiveness of leadership methods may be found by analysing data across variables, including gender, age, race, and length of employment.

5.6 Recommendations for Future Research

The study's findings have shed important light on the relationship between organisational culture, transformational leadership, and organisation success. A larger sample size should be used in future research to improve statistical power and the findings' generalizability. Purposive sampling was used in this study, which limited its generalizability even though it was suitable for the intended objectives of the exploration. To increase representativeness and lessen selection bias, future studies should use probability sampling strategies such cluster sampling or stratified random sampling.

Beyond the conventional regression and factor analyses used in this study, the statistical methodology could be extended. To better capture complex correlations in the data, researchers should consider using more advanced statistical techniques made available by platforms like R, such as machine learning algorithms, hierarchical linear modelling (HLM), or SEM. These cutting-edge methods might uncover subtle relationships and patterns that traditional analysis were unable to identify.

To further assess the strength of the correlation between the variables and their impact on an organisation, further research should be conducted. Given recent developments into digital leadership and the changes that leaders have experienced within the setting of contextual adjustments, future research studies could examine several leadership philosophies that are most appropriate for the post-pandemic workplace. The association between transformational leadership, organisational culture, and organisational success was only observed at one moment in time because the study was cross-sectional in nature. It is recommended that to assess the association between the variables; future studies should consider performing a

longitudinal study. This will help eliminate any prejudice the respondents have had when filling out the survey.

It should be noted that the study's conclusions are specific to the private sector and cannot be extrapolated or used in other industries was one of its drawbacks. Future research should thus explore carrying out the study in a different South African sector to determine whether the results would alter and if the relationships discovered in this study would remain the same.

5.7 Conclusion

This study expands our understanding of how changing organisational cultures and transformational leadership behaviours combine to promote post-crisis recovery. Organisations in the business sector of South Africa have been forced to reassess leadership approaches, cultural alignment, and overall effectiveness in the wake of the COVID-19 pandemic. The study's conclusions support the notion that transformational leadership enhances organisational effectiveness and culture. Furthermore, the mediating function of organisational culture provides fresh perspective on how leadership objectives are attained—not just by direct persuasion, but also by forming the common values, customs, and atmosphere that support employee conduct and strategic alignment. In post-pandemic environments, where uncertainty, hybrid work, and employee disengagement are enduring issues, this relationship is especially pertinent.

By confirming the interconnected effects of leadership style and culture on organisational effectiveness in a South African context, the study theoretically advances current leadership and organisational theory. By demonstrating that organisational culture acts as a conduit for leadership influence, it also lends empirical support to concepts of cultural mediation. These findings support the usefulness of integrated models that predict success by taking into account internal organisational dynamics as well as leadership behaviour. Practically, the study provides HR professionals and organisational leaders with achievable strategies. Programmes for leadership development should foster behavioural abilities like individualized consideration and inspirational motivation in addition to technical skill development. Additionally, it is advised to diagnose and align organisational culture using instruments such as the OCAI, particularly during times of transition. Organisations that want to be resilient and grow must understand that culture and leadership are two levers for change that reinforce one another.

In conclusion, this study adds significantly to the discussion of organisational recovery following a crisis in the private sector of South Africa by offering both theoretical advancement

and practical guidance. It highlights how important leadership is in creating a culture that encourages adaptability, involvement, and consistent performance.

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