

The role of transformational leadership in the elevator industry in Gauteng:



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The role of transformational leadership in the elevator industry in Gauteng

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Declaration

I, **Bongani Mabaso**, with student number : 2588596; do hereby declare that this dissertation is the result of my investigation and research and that it has not been submitted in part or in full for any degree to any other University. All references used have been acknowledged and a detailed reference list is provided.

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Abstract

Modern management of organisational units becomes more complex, so adequate leadership strategies must be provided to achieve success. A case study of Schindler Lifts SA is used to highlight the problems of leadership within South Africa's elevator industry and its effects on employee motivation and performance. This study focuses on transformational leadership impact in the South African context as a gap in studies of such phenomenon is found.

The research method consists of qualitative approach within an interpretivist paradigm using interview as source of data, with 25 participants consisting of 10 managerial and 15 non managerial employees. We used convenience and purposive sampling technique and used thematic analysis to mine insights.

Transformational leadership has been shown to increase motivation, productivity, and trust, and hence performance. However, a resistance to change and out of alignment leadership are challenges. Schindler Lifts SA has dealt with these through leadership development programmes, organised communication, and engagement.

Finally, it is argued that transformational leadership is crucial for performance development in the elevator industry. Leadership training, improved communication, and feedback mechanisms that help execute the recommendations are suggested as strategic ones. Embracing transformational leadership positions Schindler Lifts SA to strengthen market position while driving innovation in South Africa's competitive elevator sector.

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CHAPTER ONE: INTRODUCTION

1.1 Introduction and Background of the Study

Contemporary organisational management presents an overly complex undertaking, primarily attributed to the dynamic and uncertain nature of the operational environment within which organisations function (Ann, 2020). Consequently, the requirement for novel approaches to human resource management arises, necessitating a focus on equipping personnel with the skills to accurately navigate the daily challenges they confront (Biasi, 2020). Authorities in the domain of leadership, demonstrated by Baker and Welter (2020) and Antonakis and Day (2019), speculate that effective leadership in the modern business setting mandates a profound understanding of environmental complexities. Leaders are further required to comprehend and address the needs of their team members, thereby motivating them to achieve organisational goals. Research highlights the fundamental role of proficient leadership, with Burnes (2020) stating that top management leadership stands out as a key strategy facilitating organisations in achieving high performance.

The importance of transformational leadership in the elevator industry has significantly increased as leadership dynamics have evolved. In today's organisations, effective leadership is essential for both operational success and the psychological well-being of employees. Echoing Woodrow Wilson's sentiment that "the ear of the leader must ring with the voices of the people," emphasises the significance of leaders understanding and connecting with their teams.

Leadership, fundamentally, involves influencing behaviour and achieving results, encompassing two key concepts. To assess a leader's effectiveness, three critical areas come into play: mastery, delivery, and chemistry. Mastery involves a solid knowledge base, establishing credibility and trust. Delivery evaluates a leader's ability to apply knowledge in a way that produces tangible results, while chemistry assesses their capacity to relate and connect with individuals, fostering alignment with organisational values.

In a commercial context, the motivation and productivity of human capital hinge crucially on effective leadership. Subsequently, deficient leadership may hinder the growth of human capital, thereby applying a disadvantageous impact on productivity (Antonopoulou et al., 2021). The extensive investigation into the impact of transformational leadership on organisational performance has been well-documented (Ann, 2020).

Leadership styles serve as a framework for scrutinising critical facets of organisational success, including job satisfaction, employee commitment, and group performance (Cook, 2020).

The evolution of leadership thinking, spanning theories from the great man theory to positive psychology, has resulted in a contemporary understanding aligned with the brain connect model. This model explores motivation, engagement, purposefulness in one's job, and human-to-human connection. A positive working environment stemming from these factors leads to high performance.

Established research on leadership styles highlights that transformational leaders prioritise the needs and interests of their followers, diligently working to meet those needs and inspire high-level performance (Canova, 2020). Transformational leaders motivate their followers to exceed their comfort zones, thereby facilitating goal accomplishment (Biasi, 2020). Transformational leadership appears as the most effective style, elevating followers' aspirations and maturity while also addressing their concerns for success, self-actualisation, organisational well-being, and societal welfare. Furthermore, transformational leaders guide their followers to aspire higher by directing their focus towards the organisation's long-term goals (Baker & Welter, 2020).

This study aims to address a gap in the existing literature by examining the impact of transformational leadership on performance, particularly within the context of limited studies in South Africa, specifically within the Elevator Industry in Gauteng.

In the context of the elevator industry in Gauteng, transformational leadership plays a pivotal role. Transformational leaders adopt a holistic brain approach, considering diverse success metrics such as environmental impact, sustainability, customer experience, and internal employee well-being. Unlike traditional capitalist approaches, transformational leadership goes beyond profit-making, addressing social issues and adopting a shared value approach for business success.

Transformational leaders in the elevator industry go beyond profitability; they demonstrate cultural intelligence, understand diverse systems, and exhibit human intelligence. Conflict is viewed not as a disruptive force but as a tool for finding solutions. Studies indicate that organisations led by transformational leaders are more profitable as they focus on creating psychological capital.

This capital, centred on optimal human function, includes self-belief, hope, optimism, and resilience. Transformational leaders contribute to developing these elements in their employees, cultivating a healthy organisational culture that can be effectively managed.

1.2 Research Problem

The previous leadership at Schindler Lifts SA within the elevator industry failed to motivate its employees, and this negatively impacted on the overall performance of the organisation. According to Burnes (2020), during the reign of the old leadership, the market share dropped significantly, resulting in the organisation making losses for three consecutive years. The newly appointed leadership called for the introduction of the transformative leadership to the organisation to change the attitudes of its workers and the working environment to contribute to the overall organisational performance. How this introduced new transformational leadership will change the fortunes of the organisation remains to be seen, hence the necessity to determine its impact on organisational performance. The elevator industry has not been the subject of any research, even though transformational leadership has been examined across cultures, in a variety of contexts, and in numerous nations as a new paradigm for understanding leadership (Antonakis & Day, 2019). Furthermore, not much research has been done on the role of transformational leadership in the overall performance of the company, even though it is thought to have the greatest influence on team dynamics and results.

1.3 Aim of the study

The aim of the study is to assess the role of transformational leadership style on organisational performance at Schindler Lifts SA in the elevator industry in Gauteng. This will be accomplished by a qualitative methodology and recommendations will be provided on the strategies to effectively implement transformational leadership style and improve organisational performance.

1.4 Research Objectives

The research objectives of the study are as follows:

- To determine the current level of organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

- To identify the factors influencing the adoption of transformational leadership style at Schindler Lifts SA within the elevator industry, Gauteng Province.
- To assess the role of transformational leadership style on organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.
- To provide recommendations to management on the strategies to effectively implement transformational leadership style and improve organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

1.5 Research Questions

- What is the current level of organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province?
- What are the factors influencing the adoption of transformational leadership style at Schindler Lifts SA within the elevator industry, Gauteng Province?
- What is the role of transformational leadership style on organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province?
- What recommendations can be suggested to management on the strategies to effectively implement transformational leadership style and improve organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

1.6 Significance of the Study

The purpose of this study is to provide information by outlining the potential benefits of transformational leadership that should be maintained for organisations to succeed, as well as the drawbacks that this style of leadership has had on the organisation and the transformative aspects that must be addressed to make the organisation better. Nonetheless, all of them Will be evaluated and assessed with the employees' goal in mind to satisfy their stakeholders and consumers while making the best use of the resources at hand for conservation.

The study also intends to contribute to the existing rich body of knowledge in leadership by examining the degree to which transformational leadership affects workers' performance on its own. By conducting this research, the researcher hopes to advance the discipline of leadership. Therefore, the purpose of this study is to provide theoretical and practical information that policy makers and other corporate stakeholders can use to support organisational growth, development strategies, and implementation processes. This will help

them determine the best ways to combine productivity and performance with transformational leadership while avoiding detrimental effects on the individual employee.

1.7 Assumptions of the Study

Several fundamental presumptions underpin the validity and reliability of the study's conclusions. Interviews and other qualitative data gathering techniques are presumed to elicit candid and open responses from participants, who are Schindler Lifts SA management and personnel. The study also assumes that transformational leadership is a widely accepted and applied concept in the Gauteng lift sector. It is also believed that any changes in organisational performance that have been noticed may be at least largely ascribed to the leadership style that the business uses. Additionally, the study makes the assumption that transformational leadership, as it is currently characterised in the literature, can be quantified and recognised using qualitative techniques like interviews. Finally, it is anticipated that Schindler Lifts SA's organisational environment would be mostly stable over the research period, free from any outside disturbances that could affect opinions about the performance or efficacy of the leadership.

1.8 Delimitations

This study's scope was purposefully established to guarantee manageability and concentrate the research effort. It is limited to Schindler Lifts SA and excludes other companies in the Gauteng or South African lift business. Excluding alternative leadership philosophies like transactional or laissez-faire, the study focuses on the transformational leadership style and its connection to organisational success. A qualitative approach is used, which may restrict the findings' applicability to different businesses or situations, even though it offers a deeper insight into perspectives and lived experiences. The Gauteng Province is the study's geographic emphasis; thus, any regional variances that could exist in other provinces are not included. Furthermore, only current workers and senior staff of Schindler Lifts SA are eligible to participate in data collection; previous employees and other stakeholders are not.

1.7 Summary

In summary, this chapter introduced the study, which aims to assess the role of transformational leadership styles on organisational performance at Schindler Lifts SA in the elevator industry in Gauteng. The introduction above highlighted that the study will be achieved through a qualitative methodology and provided the main objectives and research

questions that the study will follow. Lastly the chapter above also provided the justification and significance why the study should be done through exploring its benefits to the organisation and the academic world

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, the literature about leadership is explored. Firstly, the section highlights the core theoretical framework used in the study. Later, the chapters examine transformational leadership and its role on elevating organisational performance and outlines the literature gap that made it necessary to conduct the study.

2.2 Theoretical framework

2.2.1 Social learning Theory

According to the social learning theory, people in organisations pick up knowledge by observing others and themselves. Followers develop their capacity for creative thought and the means of generating original ideas by observing their leaders and the intellectual stimulation they provide (Ann, 2020). According to Bookman (2020), employees who observe the organisation's information exchange policies, which prioritize fresh ideas, might detect the personalized attention that transformative leaders provide. This process of sharing knowledge might help employees become more creative and inspire them to set ambitious goals (Balugani & Chevers, 2021). Transformational leaders have the ability to boost their staff members' motivation for innovation, which fosters the growth of self-efficacy. This can facilitate greater creative performance, encourage employees to pursue creative endeavors, and lessen barriers at work.

2.2.2 Transformational Leadership Theory

Idris (2022) is the one who initially introduced the transformative leadership theory. Leadership is centered on meeting higher and basic demands and encouraging followers to think creatively and innovatively to improve the work environment. There are four components of transformational leadership (Antonopoulou, Halkiopoulos, & Barlou, 2021). These are motivational inspiration, intellectual stimulation, customized consideration, and idealized influence. The transformational paradigm of leadership has undergone numerous modifications during the past thirty years (Ann, 2020). Researchers now characterize these leaders as ones who persuade and motivate followers to compromise their personal interests in favor of the group's goals. Although transformational leadership has been criticized, De Clerck (2021) divided the impact of this approach into four smaller categories.

2.2.2.1 Idealised Influence

The idealized influence leadership style is centered on the fundamental goal of idealised influence, which is to forge a shared vision and fortify bonds with subordinates. According to the theory of idealized influence, followers respect, trust, and acknowledge leaders who set an example for them (Ann, 2020).

2.2.2.2 Individualised Consideration

The individualized consideration leadership style is centered on comprehending the unique needs of workers and motivating subordinates to establish a corporate learning environment to galvanize their support for organisational objectives (Balugani & Chevers, 2021). A leader who practices individualized consideration acknowledges the requirements of each individual and offers them help in the capacity of a trainer or counselor. A few scholars suggested using transformational leadership in operations on a broad scale (Canova , 2020).

2.2.2.3 Intellectual Simulation

The ability of a leader to foster creativity and imaginative problem-solving environments is known as intellectual stimulation (Caniëls & Veld, 2019). Employees are encouraged to share their knowledge to generate more creative ideas and arguments under a leadership style that fosters intellectual stimulation (Balugani & Chevers, 2021).

2.2.2.4 Inspirational Motivation

The ability of a leader to effectively communicate a compelling mission and compelling future perspectives is known as inspirational motivation (Chaffey, 2020). This type of motivation ultimately raises the efforts and spirit of employees who have the bravery to take on obstacles. The goal of the inspirational motivation leadership style is to inspire and motivate people to reach higher potential (Antonakis & Day, 2019). An effective leader in a knowledge-driven economy that is based on creating and managing intellectual capital within companies or enterprises possesses these four qualities (Idris, 2022).

2.2.3 Synthesis of Leadership Theories: Integrating Perspectives

The current study's synthesis of transformational leadership theory and social learning theory offers a rich environment for comprehending leadership as a relational and behavioural construct. Bookman (2020) asserts that social learning happens not just via direct instruction

but also through imitation, modelling, and observation, all of which are fundamental components of transformational leadership's idealised impact and intellectual stimulation. In line with Bandura's focus on self-efficacy and observational learning, Bookman (2020) and Balugani & Chevers (2021) claim that intellectual stimulation fosters a culture of experimentation and invention. Social learning theory, then, serves as an additional lens that supports the ways transformational leaders may develop an empowered workforce. However, some academics advise against using observational learning as a stand-alone paradigm too much. Chen and Simsek (2021), for example, contend that not all behaviours that are observed result in useful or actionable consequences, particularly in settings where change and uncertainty are constant. According to this criticism, additional elements like goal alignment, leadership consistency, and feedback mechanisms operate as mediators in the interaction between performance and observation.

2.3 Understanding Transformational Leadership

The purpose of transformational leadership is to inspire and encourage followers to go above and beyond by coordinating their objectives with the organization's overarching vision (Ajemba , 2022). Four essential components define transformational leadership, which has its roots in Burns's work in 1978 and was further developed by Bass in 1985 (Zaim et al., 2021). These include idealised influence, inspiring motivation, intellectual stimulation, and individualised concern. These elements provide leaders the ability to develop a feeling of unity, encourage creativity, and establish trust. In addition to promoting performance, transformational leaders foster followers' intrinsic motivation by promoting proactive actions and flexible thinking, as stated by Ajemba (2022). In dynamic settings where organisational success depends on employee involvement, dedication, and change preparedness, this approach is very beneficial.

Despite its rise in popularity due to its emphasis on staff development and visionary change, transformational leadership is not without its detractors. Vito and Sethi (2020) contend that transformational leadership can occasionally be overly theoretical and lack specific operational guidelines for use in everyday management situations. What works in one organisational or cultural setting might not work in another, and its universality is therefore up for question.

Baker and Welter (2020), for instance, point out that organisational culture and employee values frequently act as a mediating factor in the efficacy of transformative leadership. Its

influence could be less noticeable in highly hierarchical or compliance-driven sectors unless it is combined with transactional procedures that guarantee accountability and procedural transparency. In the larger leadership debate, this conflict between management control and inspiring leadership is still a major topic of discussion.

2.4 Organisational Performance

Scholarly discussion surrounds the complex concept of organisational performance, especially about its measurement and how internal and external factors impact it. Scholars such as Vito and Sethi (2020) support a balanced scorecard strategy that emphasises both financial and non-financial metrics, including learning and growth, internal process efficiency, and customer satisfaction. Many people now agree with this multifaceted viewpoint, particularly in the knowledge-based and service-oriented industries. A similar argument is made by Hassi (2021), who contends that leadership agility, innovation ability, and strategy alignment are necessary for sustained organisational effectiveness. These scholars agree that processes and culture that maintain long-term competitiveness also play a role in performance, rather than just output measurements.

However, this comprehensive perspective is not held by all scholars. The importance of financial indicators is emphasised by some, such as De Clerc (2021), who contend that market share, profitability, and return on assets provide the most impartial and comparable performance standards across industries. In the conventional industrial and infrastructure industries, where physical production is frequently used as the main indicator of success, this difference is especially noticeable. Firms that operate in dynamic, innovation-driven contexts, on the other hand, could prioritise knowledge production, stakeholder involvement, and adaptation as performance outcomes (Martins, 2020). This suggests that the relevance and sufficiency of performance measurements vary depending on the environment, requiring evaluation frameworks tailored to the industry.

Disagreement also exists on the connection between performance and leadership. Even though transformational leadership has been widely linked to improved performance (Sekiguchi & De Cuyper, 2022; Hassi, 2021), some academics, like Vito and Sethi (2020), criticise the "romance of leadership" narrative, warning that performance is frequently overly attributed to individual leadership styles rather than organisational systems or market dynamics. An increasingly complex view of causation is urged by this critical position. Bratton, (2020), for example, propose that organisational structure, employee engagement, and even

technology infrastructure may act as mediators in the efficacy of leadership. The study's evident consequence is that an integrated model that takes into consideration the operational realities of a highly regulated, technological environment as well as the role of leadership is necessary to evaluate performance in the South African elevator sector.

2.5 Transformational leadership and organisational performance

Several research on transformational leadership have been conducted in the past to investigate the relationship between transformational leadership and performance.

This study is sufficient to enable the understanding of the relationship across criterion type and degree of analysis. Research has shown that strong bonds between transformational leaders and their followers have a positive impact on followers' performance (De Clerck, 2021). By strengthening the emotional bond or identification between the leader and the follower, transformational leadership gives the follower greater confidence to go beyond what is expected of them. As a result, leaders improve the performance of their followers (Ann, 2020).

According to Asif et al. (2020), transformational leadership is a style of leadership that raises followers above their self-interest by changing their beliefs, values, morale, and interests. It is also associated with innovative talents. Employees are encouraged to perform better than expected as a result (Baker & Welter, 2020). This has to do with inspiring followers to surpass expectations and pushing them to put the good of the organisation ahead of their self-interest. Scholars have offered oblique backing to the claims made, proposing that leaders who uphold conceptual principles and participate in informed incentives imbue significance to both their organisation and the labour of their followers (Burnes, 2020).

Numerous industries, including healthcare, education, manufacturing, and services, have conducted in-depth assessments of transformational leadership. For example, research by Balugani and Chevers (2021) found that transformational leaders in the healthcare industry increased team productivity and decreased burnout by encouraging both individual and group appreciation. Similarly, Bookman (2020) discovered that innovation-led leadership enhanced time-to-market efficiency, production metrics, and employee morale in the manufacturing industry. Chen and Simsek (2021) conducted a comparative analysis, which highlighted that transformational leadership may not provide significant advantages in companies with high levels of automation or standardised procedures unless it is combined with operational excellence initiatives. Technical accuracy and human-centered leadership must coexist in the lift (elevator)

sector, which is characterised by engineering rigour, regulatory compliance, and customer service needs (Ajemba, 2022). Although transformational leadership has many benefits, our synthesis indicates that these benefits are greatest in environments that foster creativity, interpersonal interaction, and flexibility (Baker and Welter, 2020). Therefore, the implications for the lift sector in South Africa are to use transformational leadership as part of a larger approach that involves stakeholder involvement, capacity building, and performance monitoring rather than in isolation.

2.6 Role of transformational leadership in the elevator industry in South Africa

To solve the unique needs and difficulties facing South Africa, transformational leaders in the lift sector can encourage their teams to think outside the box and come up with novel solutions (Bookman, 2020). This might entail creating lifts with improved energy efficiency, environmental adaptability, and locally specific advanced safety measures (Ann, 2020).

South African lift firms deal with issues in providing services, such as upkeep, repairs, and customer assistance (Caniëls and Veld, 2019). Through initiative-taking maintenance procedures, a culture of continuous improvement, and the use of technology to streamline operations, transformational leaders can enable their staff to improve service quality (Antonakis and Day, 2019).

In the lift sector, transformational leadership can promote a strong emphasis on safety and legal compliance (Cook, 2020). Establishing clear instructions, investing in safety equipment and practices, and giving employee training priority are all ways that leaders may make sure lifts meet or beyond local safety requirements (Chen and Simsek, 2021).

However, Antonopoulou et al. (2021) warn that if transformational leadership isn't supported by robust transactional procedures like performance reviews and incentive programs, its benefits can be exaggerated. A sole emphasis on inspiring leadership may ignore the operational discipline necessary for daily service excellence in the lift sector, where accuracy, compliance, and reaction time are crucial. Therefore, for performance sustainability in this industry, an integrated leadership strategy that incorporates both transformational and transactional components may be more appropriate. There is also disagreement among scholars over the degree to which innovation in technically regulated sectors is stimulated by transformational leadership. Although Baker and Welter (2020) discovered a positive correlation between transformational leadership and innovation in technology companies,

others, such as Asif et al. (2020), contend that overly visionary leadership can result in irrational expectations and strategic drift, particularly in sectors where stringent compliance and safety regulations are in place. This conflict is especially pertinent to the lift industry in South Africa, where risk management and regulation must be weighed against innovation. Transformational leadership may therefore be a double-edged sword: although it might encourage innovative problem-solving and adaptability, it also runs the danger of noncompliance if innovation initiatives go beyond legal limits (Canova, 2020). As a result, in addition to being inspiring, leadership in this situation needs to be based on legal and technological realities.

2.7 Literature gap

The study by Antonopoulou, et al. (2021) on the elevator business was devoted to technical topics including engineering, design, safety regulations, and market trends. Asif et al. (2020) conducted a study that examined advancements in lift technology, such as energy-efficient systems, smart lifts, and sophisticated safety measures, to fulfil the changing requirements of building development and urban infrastructure. Nevertheless, there is a knowledge gap because these studies place little attention on the dynamics of leadership inside lift firms, particularly how different leadership philosophies affect customer satisfaction, employee performance, and organisational culture. Furthermore, although previous research offers insightful analyses of the theoretical underpinnings of transformational leadership and its applications in diverse settings, there is a dearth of empirical studies investigating its efficacy and consequences in the socio-economic and cultural landscape of Gauteng's elevator sector.

2.7 Summary

In Summary, the above chapter explored the literature that surrounds transformational leadership and its impact on organisational performance. The chapter outlined the theoretical framework, which included the social learning theory and the transformational leadership theory. The chapter also outlines the nexus and meeting point of transformational leadership and organisational performance, and how the former influences the latter. The last part of the chapter shows that there is a gap in the literature that needs to be filled by recent studies specifically relating to technical industries and whether transformational leadership is useful in such industries.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

In this chapter the research methods used to undertake the study will be explored. The chapter will provide a summary of the research approach, the research paradigm, the research design, and the research strategy. Practical methods used in the study such as the sampling techniques, data collection instruments and data analysis method will also be stated and justified. The last part of the chapter will consider all the ethical implications of the study and how they were solved.

3.2 Research Approach

Research approach refers to the general procedures and methods that researchers employ when conducting a study. There are three approaches commonly used in research and these include qualitative, quantitative, and mixed methodologies (Abernethy, 2019). For this study, a qualitative research approach was selected. According to Bryman (2020), qualitative research is a research methodology that emphasizes gathering data via conversational and open-ended communication. Numerical data is not used in the qualitative technique; instead, unstructured data from relatively small samples are used. The reason for adopting this method is that it enabled the study to get more detailed data in terms of the role of transformational leadership on organisational performance. This is because face to face interviews were used which assist in capturing the emotions, experiences, and opinions of the participants. According to Bryman (2020) In-depth, and additional questioning of respondents based on their answers is made possible by the qualitative research methodologies. The investigator aimed to comprehend the subjects' emotions and motives.

3.3 Research Paradigm

A research paradigm is a model, approach, or structure for conducting research. It is a system of concepts, convictions, or comprehensions that theories and practices can operate inside (Arifin, 2019). Either positivism or interpretivism are the two research approaches from which most paradigms originate. Since this is a qualitative study, an interpretivism research paradigm was adopted. Cooper and Schindler (2020) most qualitative research in the social sciences takes an interpretivism approach, which is based on the idea that there are several realities rather than just one. Interpretivism is the term for scientific approaches to the universe that depend on understanding or interpreting the meanings that people give to the things they do.

The interpretivism research paradigm was chosen because it generates high-quality, dependable data by focusing on the individual motives and meanings of participants regarding the role of transformational leadership in organisational performance within the elevator industry. This is consistent with the views of Anders (2019) that given that interpretivism emphasizes individual meanings and intentions, it can yield data with a high degree of validity. Likewise, Creswell (2021) articulated that interpretivism research philosophy generates intricate research that is amenable to in-depth analysis, such as cross-cultural studies.

3.4 Research Design

A research study design is a framework, or a collection of techniques and protocols, used to gather and examine data on variables listed in a specific research problem (Abernethy, 2019). There are distinct types of a research design, and these include exploratory, explanatory, descriptive and experimental research design (Ahmad, & Wasim, 2019). However, for the purpose of this qualitative study, an exploratory research design was used.

Exploratory research is a process that looks at research questions that have not been thoroughly examined before. This kind of research design aims to comprehend a topic that has not been previously explained by the researcher (Ahmad, & Wasim, 2019). The reason for choosing this research design is that the topic of transformational leadership has not been fully explored in the elevation industry and hence an in-depth study needs to be conducted. This is supported by Abernethy (2019), who reiterated that an exploratory research design lays the groundwork for a study that may lead to further research. It helps the researcher to determine early on whether the topic is worth investing time and resources on.

3.5 Research Strategy

A research strategy is a scheme that is used to conduct the process of gathering and evaluating data for a study project. there are many research strategies that are considered in research, and these are interviews, surveys, case study, action research and focus groups (Allan, 2020). However, in this study, an interview research strategy was adopted. One technique for gathering data for qualitative research is the interview, which involves asking questions of participants. In an interview, one of the participants is the person conducting the questions. The interview research method was used because it produces more detailed data and allows for a more accurate screening because it is done in person.

3.6 Target Population and Sampling

3.6.1 Target Population

A target population is the group of people from which the research team plans to collect data and from which a sample will be taken (Allan, 2020). In this study, the target population consisted of all employees and management at Schindler Lifts SA in Gauteng Province. The total number of the target population is 95 people.

3.6.2 Sampling

Sampling is the process of choosing individuals or sampling units from the sample frame is known as sampling. There are two types of sampling namely probability and non-probability. Since this study will be qualitative, a non-probability sampling technique will be selected (Arifin, 2019). Non-probability sampling is a sampling strategy where samples are chosen by the researcher based on their subjective assessment rather than by chance (Allan, 2020). There are many techniques within a non-probability sampling, and these include convenience, quota, snowball, maximum variation, and purposive sampling (Abernethy, 2019). In this study, two non-probability sampling techniques were applied which are convenience and purposive sampling.

Convenience sampling is a qualitative research sampling technique wherein participants are chosen according to their availability and ease of access to the researcher (Abernethy, 2019). Convenience sampling was applied to the non-managerial staff. This is because they are many and their selection will be based on their accessibility and availability. This method is less time consuming, and it is inexpensive.

In qualitative research, purposeful sampling also referred to as judgmental or selected sampling is a non-probabilistic sampling method that is frequently employed (Abernethy, 2019). The managerial staff were selected using purposive sampling as the researcher deem these people to be highly knowledgeable of the leadership styles. According to Allan (2020), the selection of participants who are most pertinent to the study subject is made possible by purposeful sampling. With a more concentrated and useful set of findings, this targeted strategy guarantees that the data obtained is rich and directly relevant to the study's aims. The sample size consisted of 25 participants, 10 management staff and 15 non-managerial staff.

3.7 Data Collection Techniques

Data collecting is the process of acquiring and assessing data on relevant variables in a predetermined, methodical manner to address research questions, evaluate hypotheses, and assess results. The main types of data collection methods are interviews, questionnaires. In this study, an interview technique was adopted specifically a semi-structured interview (Anders, 2019). A semi-structured interview is a method in which the interviewer has the freedom to go deeper into certain themes or responses while also providing a pre-planned list of open-ended questions. To get participants' opinions on the study's issue, semi-structured interviews enable one-on-one conversation (Anders, 2019). It was appropriate to conduct semi-structured interviews since participants were able to offer a detailed analysis of the phenomenon based on their perceptions and knowledge.

3.8 Data Analysis

Data analysis is the process of methodically using statistical and/or logical tools to explain and depict, summarize, and analyse, and assess. Some of the qualitative data analysis techniques include content analysis, narrative analysis, and thematic analysis (Abernethy, 2019). For this study, a thematic data analysis technique was used. Thematic analysis is a technique for examining qualitative data that entails going over a collection of data and scanning it for patterns in the interpretation of the data to identify themes (Ahmad, & Wasim, 2019). Thematic data analysis technique was used because it will enable the exploration and discovery of fresh viewpoints, as well as the identification of participant similarities and differences.

3.9 Limitations

The sample size of 25 participants is small considering the total population of employees at Schindler Lifts SA in Gauteng Province. To overcome this limitation more data was collected from the participants.

3.10 Quality Assurance (Trustworthiness)

3.10.1 Credibility

While credibility is mainly concerned with internal validity, it is related to the concept of validity in quantitative work. Several viewpoints were used during the data gathering process to guarantee the validity of the qualitative data.

3.10.2 Transferability

Transferability refers to how well the results apply to people or situations that are comparable to them rather than to larger contexts. A “thick description” of the results from various data collection techniques was used to ensure transferability.

3.10.3 Dependability

Dependability in quantitative research is like reliability. Rigorous data gathering methodologies, well-documented procedures, and analysis did guarantee reliability. Reliability was also ensured by using an external reviewer conducting an inquiry audit.

3.10.4 Confirmability

When data is double-checked during data collection and processing to make sure conclusions are likely to be repeated by others, confirmability of qualitative data is ensured.

3.11 Ethical Considerations

3.11.1 Informed consent

Participants were oriented to the nature and purpose of the study and then consent forms were made available to them to sign as a way of agreeing to participate voluntarily. The participants were allowed to withdraw their participation at any time should they wish to withdraw, although none of them withdrew.

3.11.2 Potential harm

The researcher took necessary steps to protect the participant from any form of harm either physical or psychological. The interviews were conducted in the Boardroom where there was no risk of falling objects or tripping hazard to protect their physical well-being. No amount of pressure was exerted to the participants to answer any question to protect their psychological well-being.

3.11.3 Anonymity and Confidentiality

To preserve anonymity of the participants, no participant was be linked to the information, rather, pseudonyms were used.

To preserve confidentiality, the data was protected by being stored in a locked cabinet only accessed by the researcher. Electronic copies were stored in a file that is password protected.

3.11.4 *Permission to Conduct Research*

The research sought permission from the organisation to conduct the research. Only after permission was granted was the study done.

3.12 Summary

This chapter explored all the different research methodologies and consideration that were made in fulfilling the research mandate of this topic. In summary the study interviewed twenty-five participants which were selected through non-probability sampling techniques, the data was then analysis through thematical analysis on the basis on a qualitative research approach.

CHAPTER FOUR: DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter outlines the results and analysis of the study conducted on the role of transformational leadership in the elevator industry in Gauteng. It presents a synopsis of the response rate coupled with the demographic data analysis of the participants such as age, gender, education level, and work experience. This chapter further incorporates a discussion and interpretation of findings, assessing the role of transformational leadership in the elevator industry in Gauteng.

4.2 Response rate

A total of 25 people were scheduled for the interview phase of this study. A 100% response rate was achieved as all 25 participants showed up and finished the interviews. This high response rate increases the validity and trustworthiness of the results by guaranteeing that the conclusions drawn from the data are founded on full involvement.

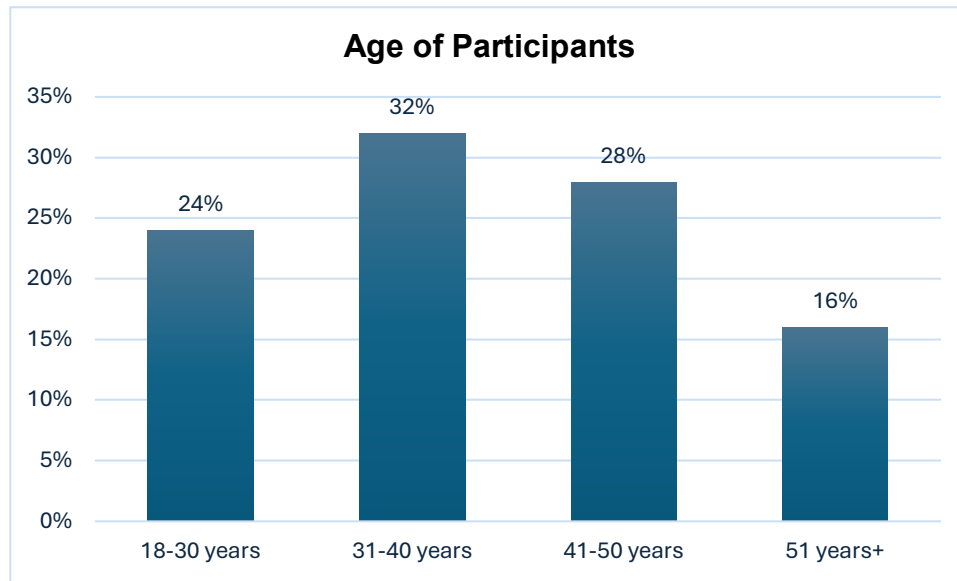
4.3 Demographic information

This section outlines the demographic data analysis of the participants. Comprehending the demographic data analysis of the participants is important for interpreting the findings as factors such as gender, age, educational level, and years of work experience can influence views and responses. This demographic summary aids in comprehending the sample's variety and gives the analysis perspective.

4.3.1 Age of Participants

The age distribution of the research participants is examined in this section. In the elevator business, age is a significant demographic aspect since it may affect attitudes, experiences, and perceptions toward transformational leadership.

Figure 4.1 Age of Participants



The results as indicated in Figure 4.1 shows that 24% of the participants were in the age range of 18 to 30 years while 32% were 31 to 40 years. In addition, 28% and 16% of the participants were in the age range of 41 to 50 years and 51 years and above respectively. The results show that the participants' ages ranged widely, with a noticeable concentration in the 31–50 age group. This implies that the majority of the group's members have some professional expertise, which probably helps the study take a more comprehensive view. A balanced mix of diverse generational perspectives is also reflected in the participation of younger and older participants, which may offer a more thorough grasp of the topic being studied.

4.3.2 Gender of Participants

This section focuses on the research participants' gender distribution. An examination of the respondents' gender representation is given in this section, which provides important context for understanding the sample's variety. This has implications for comprehending how gender shapes attitudes and experiences in the Gauteng lift sector.

Figure 4.2 Gender of Participants

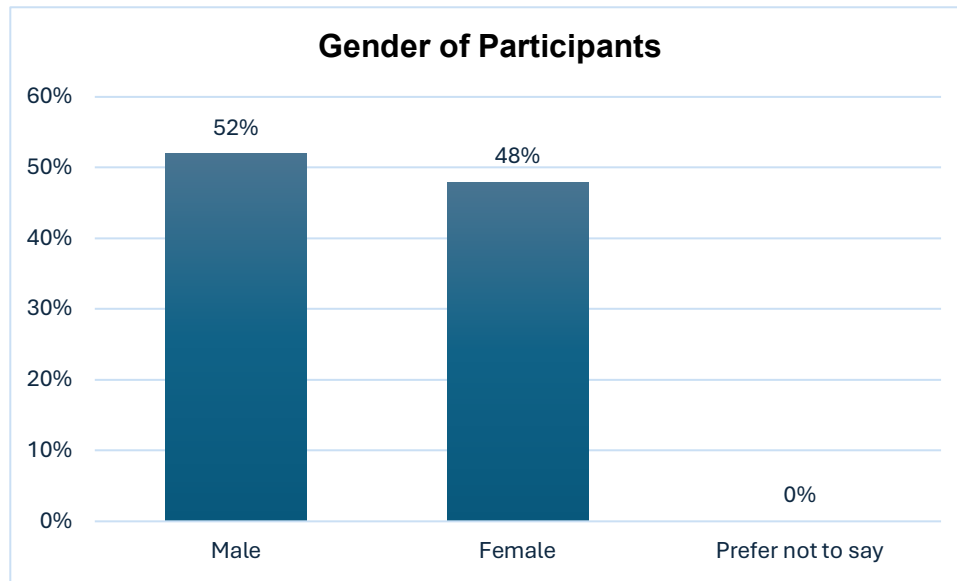


Figure 4.2 above shows that male participants constituted 52% while 48% were female and none of the participants preferred not to say. The findings show that participants were evenly represented by gender, with a slight majority of participants being men. This balance implies that the results represent a range of viewpoints, enabling a thorough examination of how all genders in the elevator business view and experience transformative leadership. A clearer picture of leadership methods throughout the industry is provided by the almost equal distribution, which also guarantees that gender bias is kept to a minimum.

4.3.3 Education level of participants

The individuals' educational backgrounds are examined in this section. Given that education may affect decision-making and leadership effectiveness, it is essential to assess participants' educational backgrounds to assess how transformational leadership is seen and implemented in the elevator sector.

Figure 4.3 Education level of participants

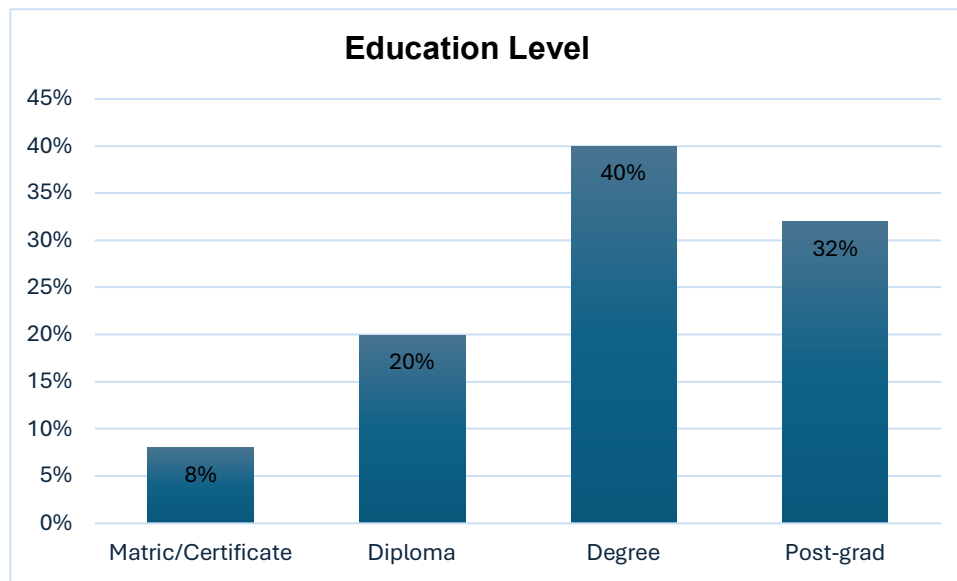


Figure 4.3 shows that 8% of the participants acquired a matric or certificate qualification while 20% had diplomas. Furthermore, 40% of the participants had degrees and 32% had post-graduate qualifications. The results show that the participants came from a wide variety of educational backgrounds, and a sizable percentage of them had degrees and post-graduate credentials. This implies that the study's participants are well-versed in leadership dynamics and industry practices. The substantial percentage of people with post-graduate degrees could suggest that the workforce is knowledgeable, which might affect how they see transformational leadership.

4.3.4 Years of work experience

In this section, the participants' years of work experience are examined. An important determinant of participants' experience, knowledge, and viewpoints on transformational leadership is how long they have worked in the lift sector. Understanding how experience affects leadership styles and the efficacy of transformational leadership in the field may be gained by examining the years of work experience.

Figure 4.4 Years of Work Experience

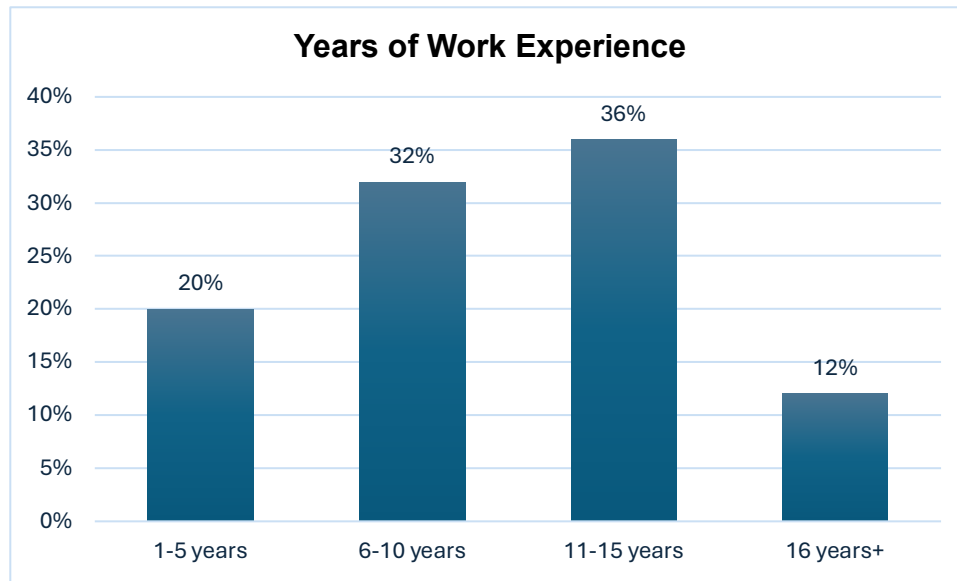


Figure 4.4 above reveals that 20% of the participants worked for 1 to 5 years, 32% worked for 6 to 10 years, 36% worked for 11 to 15 years and 12% worked for 16 years and above at Schindler Lifts. The results show that the participants' work experience was distributed fairly. Most have a significant amount of industry experience, indicating that they have a firm grasp of the procedures and dynamics of the elevator business. Their understanding of transformative leadership and its effects is improved by this experience. While individuals with more experience can provide insightful opinions based on long-term industry patterns and leadership practices, the remaining participants, who have less experience, might offer innovative ideas.

4.4 Presentation and analysis of results

The analysis of the results obtained from interviews with participants in the Gauteng elevator business is presented in this section. The information has been categorised into themes that correspond with the objectives of the study. Pseudonyms, such as Participant 1 and Participant 2, were employed to maintain anonymity and confidentiality. A clear grasp of the crucial issues about the function of transformational leadership in the sector was made possible by the theme approach, which enabled an organised presentation of the data. This approach makes it possible to have a greater understanding of how transformational leadership techniques are seen and applied within the elevator sector.

In each theme or subtheme, six verbatim quotes will be presented to illustrate the common responses and offer clarity on the issues at hand. These quotations were chosen for their applicability to the issue and their capacity to capture the participants' wider points of view. By presenting these chosen quotations, the research seeks to shed further light on how transformational leadership techniques are viewed and applied within the lift sector. This approach guarantees that the results accurately represent the variety and coherence of viewpoints within the sector.

4.4.1 Theme 1: Market position and growth in the industry

This theme examines how participants view their organisation's position in the market, with a focus on market competitiveness, growth, and leadership. The answers emphasise the firms' leadership or up-and-coming positions, emphasising the tactics that support their expansion and expertise. Additionally, it demonstrates how businesses set themselves out in the marketplace and their dedication to growing their power within the industry.

Participant 1: *“As one of the leading companies in the industry, we always aim to set the standard for quality and innovation”.*

Participant 16: *“We are beginning to gain more market recognition for our dependability and efficiency, and our position is gradually expanding”.*

Participant 14: *“Although we are not the market leader, we are in a competitive position. Building relationships with customers and offering excellent service are our top priorities.”*

Participant 18: *“We have grown steadily over the years and are among the top businesses in this sector”.*

Participant 24: *“Being a reputable company, we are particularly well-known for our upscale and personalised installations”.*

Participant 8: *“Although we have a strong market position in several industries, we are still trying to enter new markets”.*

The results show that the lift industry has various levels of market position and growth. Setting industry standards via innovation and quality and establishing oneself as one of the leading businesses in the field were priorities mentioned by several participants. Despite not being industry leaders, several participants emphasised the company's competitive position through excellent customer relations and service. As seen by Participant 16's mention of greater visibility and growth, participants also mentioned further market awareness and expansion. To further differentiate their position in the market, Participant 24 also mentioned their company's reputation for upscale, customised installations. Participant 8 highlighted their business's initiatives to break into new markets and expressed hopes for future expansion.

These responses demonstrate a significant emphasis on expansion, with businesses seeking to improve their market presence via innovation, quality, and client interactions. The findings also imply that, although some businesses are well-established, others are now entering new areas, indicating a shared desire for industry expansion and competitive advantage.

These primary research findings are in line with the literature review. For example, Balugani and Chevers (2021) assert that businesses may create a solid market position by differentiating themselves from rivals with distinctive goods or services. This is consistent with the main research findings, which showed that participants valued innovation and superior services, including specially designed installations, as ways to improve their competitiveness. Similarly, Antonakis and Day (2019) postulated that successful businesses use quality, innovation, and customer connections to expand their market presence. They contend that companies flourish by continuously improving their value offering and meeting the changing wants of their clientele. These findings are supported by Ann (2020) who contends that a company's distinct resources such as its reputation as a brand, its relationships with customers, and its capacity for innovation are essential to gaining and preserving a competitive edge. According to De Clerck, (2021) businesses may spur expansion by combining internal resources with outside concepts and inventions.

4.4.2 Theme 2: Intensity of market competition and differentiation strategies

This theme emerges from the participants' emphasis on the highly competitive nature of the industry. The difficulties presented by a crowded market with plenty of competitors especially bigger and more established businesses are emphasised. The fierce rivalry is also fuelled by rivals' ongoing price and innovation tactics.

The theme does, however, also highlight how businesses work to set themselves apart by providing distinctive services, individualised care, and staying ahead of contemporary trends and technology.

Participant 5: *“Maintaining a competitive advantage is difficult because of the large number of rivals and the saturated market”.*

Participant 10: *“There is a lot of competition, particularly from larger companies that can afford to fight for market leadership”.*

Participant 11: *“With several competitors always coming up with new ideas and attempting to provide better solutions at cheaper prices, the rivalry is intense”.*

Participant 20: *“Despite the fierce competition, we set ourselves apart by providing distinctive services and individualised attention”.*

Participant 4: *“It's highly competitive and keeping ahead of the curve necessitates ongoing adjustment to emerging technology and market trends”.*

Participant 12: *“We go out against both well-known companies and fresh competitors that are always looking to upend the industry with creative concepts”.*

The results show that there is broad agreement among participants about how fiercely competitive the sector is. Numerous participants underlined the difficulties presented by numerous rivals, especially bigger businesses with substantial financial resources. As a result, the market becomes overcrowded, and businesses must constantly adjust to stay ahead of the competition. It is getting harder to differentiate goods and services due to the fierce rivalry, which is also fuelled by competitors' ongoing innovation and price cuts.

Some participants did, however, highlight methods for preserving a competitive edge despite the competition. For instance, even in a competitive market, some businesses can establish a niche by providing unique solutions and individualised services. Others stressed that to stay ahead of the competition, it is essential to continuously adapt to latest trends and technologies.

The results indicate that companies in the sector are under a lot of pressure to stand out from the competition and innovate. This calls for being sensitive to consumer demands and market trends in addition to keeping up of technology developments.

Businesses may find it challenging to keep a competitive edge if they do not adjust. Additionally, to differentiate themselves in a highly competitive market, businesses must identify distinctive selling propositions, such as customised services.

Antonopoulou et al. (2021) contend that for businesses to remain competitive, they must innovate and concentrate on their special assets. This supports the study's findings that for businesses to be competitive, they must adjust to emerging trends and technology. The survey also discovered that companies may set themselves apart by providing distinctive or customised services. According to Ann (2020), businesses that possess distinctive resources like a solid reputation or specific services have an edge over rivals. The study's participants agreed, mentioning how tailored services make their companies stand out in a congested industry.

4.4.3 Theme 3: Organisational performance

This theme examines the different organisational performance levels in the sector, emphasising the firms' achievements as well as their difficulties. The responses show that although certain teams and departments are doing well, there are identified areas that need to be improved in terms of efficiency, creativity, and procedures. This theme emphasises how crucial it is to keep growing and adapting to maintain steady performance and a competitive edge in the marketplace.

Participant 24: *"The performance is not quite consistent. While some departments are thriving, others are dealing with issues that require attention."*

Participant 21: *"Overall, our team is doing well, but there are several areas where we can improve our procedures to get better outcomes".*

Participant 11: *"Although we've had certain difficulties, we're actively developing plans to overcome them and improve our performance as a whole".*

Participant 6: *"Over the past several years, we've been performing better and better, and we're currently seeing steady growth".*

Participant 16: *"Although we're operating at a decent level, we can still be more innovative and efficient".*

Participant 9: *“We are at the top of our game right now. Customer satisfaction is strong, and we often deliver our projects on schedule.”*

These primary research findings indicate that the organisation is overall experiencing a mixed performance, with other areas performing exceptionally well while others encounter challenges. Although there is acknowledgement of growth and positive results, there is strong concentration on identifying areas for improvement like refining processes, improving innovation, and dealing with issues in departments. The organisation is working effectively on strategies that addresses challenges and enhance its performance, with a commitment to consistent progress. These results indicate that although the organisation has made progress in enhancing performance, there is still a need for concentrated effort on areas not performing well. It highlights that innovation, efficiency and inter-departmental cooperation may be core factors for accomplishing more continued success.

This is consistent with Bookman (2020) discussion on organisational performance, which highlights that organisations frequently have high-performing parts while other areas lag because of things like inefficiencies, poor communication, or a lack of resources. This bolsters the argument that fixing failing sectors should be a strategic priority.

The focus on pinpointing areas that require development, such streamlining procedures and encouraging creativity, also fits with the concept of continual improvement in organisational theory, which Biasi (2020) outlined in his Total Quality Management (TQM) method. According to the research by Biasi (2020), companies should continuously assess their procedures to spur innovation, boost productivity, and raise departmental performance.

Objective 2

4.4.4 Theme 4: Previous leadership styles

This theme depicts the many leadership styles that were previously used in the company, such as situational, authentic, and autocratic leadership. It draws attention to the differences in leadership philosophies and how they affected employee participation and decision-making.

Participant 2: *“Top management made decisions with little involvement from staff members under the prior leadership style, which was mostly authoritarian”.*

Participant 8: *“We used a situational leadership approach, in which team members' requirements and the environment dictated how leaders should adjust their style”.*

Participant 11: *“Our previous leadership style was more authoritarian; managers set priorities and gave staff members little influence over choices”.*

Participant 18: *“Prior to this, leaders had an honest leadership style in which they were forthright about their beliefs while yet being very demanding about how duties should be completed”.*

Participant 19: *“Leaders used a combination of situational and autocratic leadership styles, adapting their strategies based on the circumstances while retaining tight control”.*

Participant 20: *“The leadership was mostly situational at one point, concentrating on adjusting to problems as they emerged while maintaining an authentic leadership tone by promoting openness and trust”.*

The results show that the organisation uses a range of leadership philosophies, with a focus on situational, authentic, and autocratic methods. With little worker participation and a predominantly top-down decision-making process, the autocratic style is typified by a more authoritative and controlling leadership style. Conversely, the situational style exhibits flexibility, with leadership techniques modified to suit the group's demands and surroundings. Authentic leadership was defined as being open and truthful while holding employees to exacting standards of performance and responsibility.

The organisation's aim to balance control, flexibility, and transparency may be reflected in the mix of leadership styles, which suggests a changing leadership strategy. This range of leadership styles may arise from a more dynamic and nuanced approach to team management, but if improperly included, it might also cause misunderstandings or contradictions.

The primary research results are consistent with several leadership theories. Ann (2020) states that situational leadership style stresses modifying leadership philosophies according to the demands of the team and the circumstances. According to Baker and Welter (2020), the top-down decision-making that characterises the autocratic style aligns with the centralisation of authority. In line with Balugani and Chevers (2021) definition of authentic leadership, which fosters exacting standards and trust, authentic leadership is centred on accountability and openness. Burnes (2020) cautioned that confusion or misalignment might result from an uneven blend of these types. However, the mixture of these styles reflects a dynamic, adaptable leadership approach. The variety of leadership styles can therefore be useful, but they must be managed carefully to prevent inconsistencies (Idris, 2022).

4.4.5 Theme 5: Adoption of transformational leadership with mixed approaches

This theme examines how the organisation is moving towards transformational leadership while retaining aspects of situational and transactional leadership. The organisation's emphasis on inspiring and encouraging staff members through a common goal and flexibility in modifying leadership styles according to the situation are highlighted. The organisation's attempts to maintain efficient management procedures while striking a balance between innovation and efficiency are reflected in this hybrid leadership strategy.

Participant 25: *"Our leadership style has recently changed to one that is transformative and focuses on inspiring and encouraging staff members".*

Participant 17: *"These days, transformational leadership is highly valued as leaders seek to promote creativity and a sense of pride among employees".*

Participant 15: *"Some aspects of transactional leadership are still there even if transformational leadership is the primary strategy, particularly when it comes to establishing explicit goals and incentives".*

Participant 8: *“Although we are currently working to increase employee empowerment through transformational leadership, there are instances when we need to use a situational leadership strategy to adjust to the circumstances”.*

Participant 1: *“Although transactional tactics are occasionally employed to guarantee that performance requirements are fulfilled, leaders increasingly place a higher priority on transformational leadership in order to promote cooperation and involvement”.*

Participant 10: *“Although the organisation is shifting towards a transformational leadership style, depending on the difficulties we encounter, situational leadership may still be used in some circumstances”.*

The primary research findings reveals that the company is currently using transformational leadership as its main strategy, emphasising staff inspiration and motivation. Nonetheless, they continue to incorporate aspects of situational and transactional leadership into their operations. While transactional leadership is still used to establish clear objectives and provide incentives for achievement, transformational leadership is viewed as a tactic to encourage employees' creativity, empowerment, and sense of pride. Situational leadership is also used when adjusting to certain difficulties or situations.

These results imply that although the move to transformational leadership is good for employee engagement and innovation, the continued presence of transactional and situational elements implies that a flexible leadership style is required to accommodate changing organisational requirements. This hybrid strategy ensures adaptation in unpredictable situations by enabling the organisation to leverage the characteristics of several leadership styles to sustain high performance and employee satisfaction.

The results are consistent with the transformational leadership theory of Asif et al. (2020) which emphasises the value of encouraging and motivating staff members to increase their creativity and sense of agency. Ann (2020) idea of transactional leadership, which emphasises task completion and performance management, is supported by the ongoing use of this strategy for goal setting and performance rewards. Furthermore, the application of situational leadership is consistent with the model developed by Antonakis and Day (2019), which promotes adapting leadership approaches according to the situation and the team's requirements.

According to these findings, organisations can adjust to both predictable and unpredictable situations by using a hybrid leadership approach that combines aspects of transformational, transactional, and situational leadership. This promotes employee engagement and sustains high performance (Baker and Welter, 2020).

4.4.6 Theme 6: Drivers of Transformational Leadership Adoption

This theme examines the factors that have influenced the organisation's embrace of transformational leadership. Reflecting both internal and external forces, the research identifies the main drivers and factors that led to the change to this leadership style. The identified factors became subthemes, and these were enhancing employee engagement, fostering growth and innovation, and shifting the organisational culture to align with new values.

4.4.6.1 Subtheme 6.1 Employee engagement and motivation

This subtheme looks at how employee motivation and engagement play a significant role in the adoption of transformational leadership. One of the main factors in the decision to switch to a transformational leadership strategy was creating a more motivated and engaged staff.

Participant 12: *“To cultivate a more engaged and driven staff, we implemented transformational leadership”.*

Participant 3: *“Motivating our staff and strengthening their dedication to the company was the goal”.*

Participant 7: *“Our leadership was committed to fostering staff members' individual growth and inventiveness”.*

Participant 9: *“We believed that a more motivated and cohesive team could be achieved through transformational leadership”.*

Participant 5: *“The need to improve morale and establish a deeper connection with our staff was the driving force for the move”.*

Participant 17: *“The management wanted to make sure that staff members felt appreciated and motivated to go above and beyond”.*

The results indicate that improving employee motivation and engagement was the main reason for the implementation of transformational leadership. Recognising that increased employee engagement will result in better organisational performance, leaders stressed the need to cultivate a driven, committed, and cohesive staff. Individual development, inventiveness, and making sure staff members felt appreciated and empowered to contribute to the success of the company were among the main motivators. Establishing a cooperative and encouraging atmosphere was also a top aim. The move to transformational leadership shows a calculated attempt to meet the demands of a contemporary workforce that looks for inspiration and chances for personal development in addition to clear guidance.

The results are in line with research by Idris (2022), who highlights that transformational leadership seeks to improve employee engagement and motivation by encouraging a feeling of growth and purpose. The emphasis on personal development, innovation, and empowerment supports De Clerck (2021) claim that managers should motivate staff to make significant contributions to the success of the company. Establishing a cooperative and encouraging atmosphere is in line with the findings of Cook (2020), who contend that transformational leaders play a critical role in building cohesive teams by promoting candid communication and respect for one another. In line with current leadership theories that highlight empowerment and motivation as critical performance drivers, this strategy caters to the modern workforce's need for personal development and engagement (Asif, et al., 2020).

4.4.6.2 Subtheme 6.2 Growth and Innovation

This subtheme examines how the adoption of transformational leadership was significantly influenced by the need to promote innovation inside the organisation and the drive for organisational growth. Leaders understood that to maintain long-term profitability and market competitiveness, it was critical to foster innovation and latest ideas. Management sought to stimulate innovation and promote ongoing development at all organisational levels by putting transformational leadership into practice.

Participant 2: *“As the company grew, we saw how critical it was to have a leadership style that could spur innovation and growth”.*

Participant 15: *“We required a management style that promoted innovation and gave staff members the freedom to try out new concepts”.*

Participant 11: *“To make sure we maintained our competitiveness in a market that was changing quickly, transformational leadership felt like the best option”.*

Participant 8: *Transformational leadership was viewed as the key to unlocking the leadership's desire to keep us at the forefront of innovation.*

Participant 6: *To steer the organisation through expansion and transformation, a more exciting and imaginative leadership style was required.*

Participant 16: *The organisation decided to implement transformational leadership because of its emphasis on innovation and ongoing development.*

These results suggest that the adoption of transformational leadership within the organisation was primarily motivated by the goal of promoting innovation and organisational growth. The leaders understood the value of having a leadership style that could foster innovation, flexibility, and ongoing improvement, particularly in a market that is changing quickly. It was believed that transformational leadership was an appropriate strategy for motivating staff members to offer creative suggestions, which would eventually maintain the business's competitive advantage and foster organisational expansion.

The results imply that the company's desire to advance and adapt in a constantly shifting sector is closely related to its adoption of transformational leadership. It emphasises how crucial leadership is in forming the company's culture and values, which helps the business maintain its competitiveness by promoting creativity and adaptability. By encouraging a culture of innovation and progress, this strategy may also imply that the business is getting ready for upcoming difficulties, which might result in sustainability and long-term success.

The primary research findings are supported by the views of Ann (2020) that transformational leadership is especially useful for promoting innovation and ongoing development. In sectors that are changing quickly, transformational leaders inspire their staff to embrace change and think creatively. Furthermore, transformational leadership promotes a culture of expansion, flexibility, and creativity, which helps businesses stay competitive (Baker and Welter, 2020).

Bookman (2020) concur, arguing that transformational leadership fosters an innovative atmosphere that improves organisational flexibility and equips companies to face unfamiliar problems. A company's culture is shaped by such leadership, which keeps it strong and ready for long-term success.

4.4.6.3 Subtheme 6.3 Shift in organisational culture and values

This subtheme examines how the adoption of transformational leadership resulted in changes to the organisational culture and values. It explores how the company's general culture, connections with workers, and the alignment of organisational goals with employee values have been impacted by the move towards a more dynamic, inclusive, and innovation-driven leadership strategy.

Participant 18: *"The goal of creating a more loving and encouraging work environment drove the leadership change".*

Participant 19: *"We want to empower our staff members and provide an atmosphere where everyone is inspired to share their thoughts".*

Participant 20: *"One of the main reasons for implementing transformational leadership was the organisation's change in ideals towards empowerment and cooperation".*

Participant 17: *"We aimed to match our company's ideals of openness, trust, and cooperation with our leadership".*

Participant 10: *"The organisation's open and inclusive culture was seen to be strengthened by transformational leadership".*

Participant 14: *"We required a leadership approach that could foster a more upbeat and encouraging work atmosphere for our staff".*

The results show that the desire to change the organisational culture towards increased empowerment, transparency, and cooperation was a major driving force for the adoption of transformational leadership.

The goal of the leadership style, according to the participants, was to foster an inclusive and encouraging workplace where staff members feel appreciated and inspired to share their thoughts. With a focus on individual and group development, the emphasis on trust, collaboration, and a good environment is a calculated step towards developing closer ties between management and employees.

The results align with the views of Balugani and Chevers (2021), who highlight the critical role transformational leadership plays in fostering an environment of empowerment, openness, and collaboration. This leadership approach creates a welcoming and encouraging atmosphere that motivates candid dialogue and enthusiastic involvement from staff members. Bookman (2020) asserts that transformative leaders foster cooperation and trust, which strengthens the bonds between management and staff. Furthermore, according to Avolio and De Clerck (2021), this kind of leadership fosters both individual and collective growth, which raises employee happiness and propels organisational success by creating a more engaged and unified workforce.

4.4.7 Theme 7: Role of transformational leadership on organisational performance

This theme focuses on the role of transformative leadership in organisational performance. It draws attention to the ways that transformational leadership techniques have improved teamwork, employee motivation, and creativity, among other facets of organisational performance.

4.4.7.1 Subtheme 7.1: Employee Motivation and Productivity

This subtheme looks at how transformational leadership may boost productivity and employee motivation inside the company. There is a link between enhanced employee performance and transformational leadership techniques, such as motivating and empowering staff members, creating a feeling of purpose, and acknowledging individual accomplishments.

Participant 3: *“Our employees have been inspired to put in more effort and take greater responsibility for their jobs by transformational leadership”.*

Participant 7: *“Our leaders motivate us every day via transformational leadership, which increases our zeal and will to succeed”.*

Participant 9: *“It goes without saying that when managers encourage individual development and zeal, all employees perform better”.*

Participant 15: *“Transformational leadership has directly contributed to our excellent performance by inspiring staff to go above and beyond expectations”.*

Participant 19: *“Transformational leadership increases employee motivation and willingness to go above and beyond”.*

Participant 6: *“Employee confidence is boosted by transformational leadership, which improves workplace morale and productivity”.*

The results show that transformative leadership has a major impact on worker productivity and motivation. Participants frequently stated that transformational leadership techniques, such as encouraging personal growth, motivating staff, and cultivating a feeling of ownership, result in more effort and dedication to work. Employees are more inclined to go beyond expectations and achieve at greater levels when personal development, recognition, and engagement are prioritised.

The findings imply that transformative leadership fosters an environment at work that not only raises morale but also motivates staff members to assume more responsibility and initiative. Stronger organisational performance, more productivity, and increased work satisfaction result from this. The organisation anticipates more engaged, initiative-taking, and high-performing teams by concentrating on inspiring and motivating their workforce. Therefore, a productive and good workplace culture is greatly influenced by the leadership style.

These results are consistent with studies by Ann (2020), who contend that transformational leadership dramatically raises worker productivity and motivation. Transformational leaders create a work atmosphere where people are inspired to go beyond expectations and take responsibility for their positions by placing a high priority on engagement, personal growth, and acknowledgement. Antonopoulou et al. (2021) claim that transformative leadership encourages greater levels of dedication and effort, which have a direct effect on work satisfaction and organisational success. Furthermore, Balugani and Chevers (2021) point out that initiative-taking engagement by employees is more likely to occur when they feel valued and empowered, which boosts output and fosters a healthy workplace culture.

Therefore, transformational leadership fosters an atmosphere that encourages more initiative, accountability, and overall performance.

4.4.7.2 Subtheme 7.2: Improved innovation

The emphasis of this subtheme is on how transformational leadership creates an atmosphere that encourages creativity and problem-solving inside the company. Transformational leaders may promote innovation and facilitate efficient decision-making by fostering creativity, granting staff autonomy, and motivating them to think creatively.

Participant 25: *“We are more encouraged to think creatively and unconventionally when we are led by a transformative leader”.*

Participant 22: *“We have been able to keep ahead of the competition in an industry that is changing quickly because transformational leaders encourage us to innovate”.*

Participant 18: *“Our team has developed creative solutions that have improved our performance because of the emphasis on innovation”.*

Participant 8: *“Transformational leadership fosters an atmosphere that welcomes fresh perspectives, which enhances our offerings”.*

Participant 16: *“Our attitude to problem-solving has changed noticeably as a result of our freedom to analyse and question conventions”.*

Participant 14: *“Successful product development has increased as a result of transformational leadership’s emphasis on innovation”.*

These primary research findings suggest that transformational leadership significantly improves the organisation's capacity for innovation, creativity, and problem-solving. Workers are more inspired and empowered to question conventions and think creatively, which results in novel ideas that enhance organisational performance. The focus on innovation supports effective product creation and keeps the business competitive in a market that is changing quickly.

The results imply that companies that embrace transformational leadership may see a rise in innovation, which is crucial for keeping a competitive advantage and adjusting to shifting market conditions. Transformational leaders empower staff members to take charge of problems by promoting innovative thinking and problem-solving, which results in better solutions and increased organisational performance. Therefore, to boost innovation and boost overall performance, companies should think about bolstering their transformational leadership techniques even more.

These results are supported by the research of Burnes (2020), which found that transformational leadership dramatically raises worker motivation and output. By placing a high value on participation, acknowledgement, and personal growth, transformational leaders create an atmosphere where workers are inspired to go beyond expectations and take responsibility for their jobs. Baker and Welter (2020) claim that transformational leadership raises effort and commitment, which has a direct effect on work satisfaction and organisational success. De Clerck (2021) also point out that when workers feel valued and empowered, they are more inclined to take initiative, which boosts output and fosters a healthy workplace culture. Therefore, an atmosphere that encourages more initiative, accountability, and overall performance is produced by transformational leadership.

4.4.7.3 Subtheme 7.3: Collaborative and trust environment

This subtheme is on how transformational leadership promotes a cooperative and encouraging workplace environment. Transformational leaders foster an atmosphere where workers feel appreciated and inspired to collaborate toward shared objectives by encouraging open communication, trust, and cooperation.

Participant 2: *“Employee engagement is fostered by transformational leadership, and this immediately enhances teamwork and performance”.*

Participant 4: *“When transformative leaders promote candid communication and teamwork, it becomes simpler to collaborate”.*

Participant 18: *“The organisation has become a more cohesive and powerful team that collaborates to accomplish our objectives thanks to transformational leadership”.*

Participant 17: *“Our employees now feel more engaged and in line with the company's vision thanks to the move towards transformational leadership”.*

Participant 20: *“Our organisation's general cohesiveness and efficiency have increased as a result of transformational leaders' encouragement of collaboration”.*

Participant 10: *“Our team relationships have improved as a result of working in an atmosphere that values transparency and trust, which is encouraged by transformational leadership”.*

The results show that transformational leadership is essential for promoting team cohesiveness, employee engagement, and cooperation. Transformational leaders improve collaboration and bring staff members into line with the organisation's mission by encouraging candid communication, openness, and trust. These findings imply that companies that use transformational leadership are likely to see better team relationships, more cooperation, and a more unified workplace all of which have a favourable impact on organisational success. Building trust and promoting teamwork may improve overall productivity, raise employee satisfaction, and make it more likely that the company will succeed.

These results are supported by the study conducted by Balugani and Chevers (2021) which found that transformational leadership dramatically raises worker motivation and output. By placing a high value on participation, acknowledgement, and personal growth, transformational leaders create an atmosphere where workers are inspired to go beyond expectations and take responsibility for their jobs. Transformational leadership raises effort and commitment, which has a direct effect on work satisfaction and organisational success (Biasi, 2020). De Clerck (2021) also point out that when workers feel valued and empowered, they are more inclined to take initiative, which boosts output and fosters a healthy workplace culture. Therefore, an atmosphere that encourages more initiative, accountability, and overall performance is produced by transformational leadership.

4.4.8 Theme 8: Challenges in implementing transformational leadership.

4.4.8.1 Subtheme 8.1: Resistance to change.

This subtheme summarizes the resistance that organisations face when attempting to apply transformative leadership. Employees or leaders who are used to old leadership philosophies may be the source of resistance and be reluctant to adopt the new strategy.

Participant 22: *“Long-time staff members have shown some resistance to the shift from a more traditional leadership style to a transformative one”.*

Participant 25: *“At first, a lot of team members opposed the changes that transformational leadership brought about, particularly when it came to decision-making authority”.*

Participant 14: *“Getting everyone on board was difficult since some people didn't think a change in leadership was necessary”.*

Participant 10: *“Long-time staff members have shown some resistance to the shift from a more traditional leadership style to a transformative one”.*

Participant 18: *“At first, a lot of team members opposed the changes that transformational leadership brought about, particularly when it came to decision-making authority”.*

Participant 11: *“Getting everyone on board was difficult since some people didn't think a change in leadership was necessary”.*

These results suggest that implementing transformational leadership is significantly hampered by opposition to change. Due to their knowledge and comfort with the existing procedures, long-term employees have demonstrated a reluctance to depart from traditional leadership techniques. In areas like decision-making authority, where staff members were used to a more top-down style, the opposition was particularly noticeable. Since it may cause conflict between management and staff and obstruct the intended cultural change, this resistance can make it more difficult to successfully apply transformational leadership.

It is essential to implement leadership transition gradually and with clear communication. Reluctance may be lessened by addressing issues and outlining the advantages of transformative leadership. Leaders must also be persistent and patient, providing encouragement and confidence to individuals who are unsure about the new strategy. The successful application of transformational leadership and its overall effect on organisational performance will be influenced by the organisation's capacity to responsibly manage resistance.

The results are consistent with the claim by Asif et al. (2020) that transformational leadership fosters creativity and innovation by pushing staff members to think creatively and unconventionally. An atmosphere where innovative ideas thrive is created by leaders who motivate and empower their employees, which enhances organisational performance (Idris, 2022). Furthermore, according to Balugani and Chevers (2021), transformational leadership is essential for fostering innovation because it promotes independence and critical thinking skills, which lead to workable ideas that are advantageous to the company. Research by Ann (2020) found that transformational leaders who prioritise innovation and receptivity to fresh concepts greatly enhance a business's capacity to adjust and maintain its competitiveness in a market that is changing quickly.

4.4.8.2 Subtheme 8.2 Aligning leadership on a shared vision.

This subtheme illustrates the difficulty of making sure that all levels of leadership support a common goal. It may be difficult for leadership teams to successfully implement transformational leadership if they have different visions.

Participant 4: *“Because different people had different ideas about what transformational leadership truly meant; it was challenging to get everyone on the same page”.*

Participant 6: *“Implementation was initially more difficult since not all of the managers had the same transformational vision”.*

Participant 3: *“There were discrepancies because various leaders had varied ideas about what transformative leadership should entail”.*

Participant 5: *“It was challenging to bring leadership together because different people had different ideas about what transformational leadership truly meant”.*

Participant 11: *“Implementation was first hampered by the management' differing commitments to the transformational vision”.*

Participant 19: *“Inconsistencies resulted from different leaders' differing ideas on what transformative leadership should include”.*

These findings suggest that a major obstacle was the lack of agreement among leaders regarding a common vision of transformational leadership. Divergent leaders had different ideas about what transformational leadership should entail, which led to misunderstandings and inconsistent application. The lack of a mutual understanding among managers caused friction and slowed adoption, as leaders found it difficult to agree on the principles and practices to be adhered to. Without a unified vision, efforts to transition to transformational leadership could be disjointed and less successful. The results highlight how crucial it is to make sure that all organisational leadership levels have a collective understanding of transformational leadership. It is essential to create a shared vision, lay out precise expectations, and make sure that all leaders are using the same strategy to successfully use transformational leadership. Coordinating leadership styles and making sure that everyone is working towards the same objectives may be achieved through regular team-building exercises, training, and communication. The effectiveness of the transformational leadership approach and its effect on organisational performance may be hampered by a lack of alignment at the leadership level.

The results are consistent with studies by Balugani and Chevers (2021), who emphasises that leaders must have a common knowledge of the fundamental ideas and objectives of transformational leadership for it to be implemented successfully. Leadership efforts may become dispersed in the absence of a common vision, leading to inconsistencies that impede the adoption process. Caniëls and Veld (2019) also points out that when leadership approaches are not aligned, employees receive conflicting messages, which causes confusion and decreased effectiveness. Alignment within leadership teams is essential for the constant deployment of transformational leadership since it guarantees that all leaders are pursuing the same goals (Bookman, 2020). Thus, cultivating alignment via training, common objectives, and transparent communication is crucial for the effective use of transformational leadership.

4.4.9: Theme 9: Measures to overcome transformational leadership challenges

This theme examines the measures used by the company to deal with the difficulties that arose during the implementation of transformational leadership. To guarantee the successful integration and efficacy of the leadership style throughout the organisation, intentional efforts have been necessary to address these issues, which include resistance to change and bringing leadership together behind a common vision.

Participant 1: “To assist staff members better grasp the advantages of transformational leadership and why it was essential to our development, we held a number of seminars and training sessions”.

Participant 2: *“We established open forums where staff members could express their worries and enquire about the new leadership approach in order to overcome opposition to change”.*

Participant 4: *“By establishing clear guidelines and making sure all leaders participated in a number of sessions to go over the same goal and how to carry it out, we were able to align leadership”.*

Participant 9: *“We gave important staff members a sense of ownership over the shift by including them in the decision-making process in order to overcome their aversion to change”.*

Participant 11: *“To make sure that everyone understood the vision and goals and to resolve any misunderstandings, we scheduled frequent leadership meetings”.*

Participant 14: *“In order to ensure that managers understood and supported the vision, we started a mentorship program where top executives assisted in guiding them through the transformation process”.*

The results show that during the adoption of transformational leadership, the organisation used a few strategies to address the issues of resistance to change and aligning leadership on a shared vision, such as offering opportunities for education and training, encouraging open communication through forums, and involving staff members in the decision-making process to increase their sense of investment in the changes. The organisation also placed a strong emphasis on leadership alignment by setting up sessions for leaders to align on a common goal and offering mentorship programs to help managers navigate the transformation process.

These results suggest that to overcome opposition to change and guarantee that the leadership team has a common vision, effective communication, engagement, and education are essential.

In addition to addressing opposition, the organisation fosters a feeling of accountability and ownership by including leaders and employees in conversations, training, and decision-making. Building support for the transformational leadership method and guaranteeing its long-term success need these steps.

The results are consistent with Antonakis and Day (2019) research, which highlights the value of engagement, education, and communication in overcoming resistance to change. Effective change necessitates open communication and initiative-taking staff involvement to boost support. Similar to this, Biasi (2020) emphasise how important it is for leaders to have a common goal and foster an atmosphere where workers feel included in the process of transformation. Additionally, the results are consistent with Canova (2020) idea of leadership alignment, which holds that training and mentorship programs are essential to guaranteeing that leaders continuously adopt the right leadership style. To overcome opposition, promote collaboration, and guarantee that every member agrees with the organisation's mission, these tactics—training, communication, and involvement are essential.

4.4.10 Theme 10: Strategies for effective transformational leadership implementation

This theme was broken down into two subthemes namely leadership development and effective communication.

4.4.10.1 Subtheme 10.1 Leadership development and training

This subtheme emphasises how crucial it is to build leadership abilities via focused training and development initiatives. To successfully apply transformational leadership and enhance overall organisational performance, participants emphasised the necessity of ongoing leadership development.

Participant 6: *“To assist our leaders, comprehend the principles of transformational leadership and how to successfully implement them, we must increase our investment in leadership development”.*

Participant 10: *“Ongoing leadership and development seminars would guarantee that our leaders are always prepared to encourage and inspire their groups”.*

Participant 3: *“The successful application of transformational leadership depends on our leaders being trained to inspire others and successfully convey the vision”.*

Participant 8: *“Mentorship programs are a good way for leaders to get practical experience in empowering and influencing others”.*

Participant 12: *“Developing a pipeline of transformative leaders at all levels not just at the top should be our main priority”.*

Participant 16: *“Successful leadership development initiatives may guarantee that leaders are more equipped to manage obstacles and promote output”.*

The results show that there is broad agreement about the significance of leadership training and development for the successful application of transformational leadership. To guarantee that leaders have the abilities needed to motivate, empower, and successfully lead teams, participants stress the importance of continuing investment in leadership programs, mentorship opportunities, and the creation of a leadership pipeline at all levels. In addition to senior management, the organisation's transformational leadership competencies are being developed.

These results imply that to successfully use transformational leadership; organisations must place a high priority on leadership development. This can result in more capable and inspired leaders who are better able to promote innovation, drive organisational change, and enhance overall performance. Furthermore, by addressing possible gaps in knowledge and execution of transformational leadership concepts, leadership development programs may guarantee alignment with organisational objectives.

The results are consistent with the work of Baker and Welter (2020), who highlight that ongoing training and development for leaders is the most effective way to foster transformative leadership. They contend that funding leadership initiatives is crucial to developing leaders who can successfully inspire and encourage their staff. In a similar vein, Bookman (2020) emphasise the significance of leadership development programs that aim to enable leaders at all levels to promote creativity and transformation.

Furthermore, the findings are consistent with Asif et al. (2020) leadership pipeline model, which emphasises the need to build leadership skills at all levels to guarantee long-term organisational success.

These tactics continuous training, mentoring, and building a leadership pipeline are essential for creating a reliable, competent leadership team that can successfully apply transformational leadership concepts and accomplish organisational objectives.

4.4.10.2 Subtheme 10.2 Improving communication and feedback mechanisms.

This subtheme emphasises how crucial it is to improve internal feedback and communication mechanisms to support transformational leadership's successful application.

Participant 4: *“Leadership that communicates openly and clearly will help set expectations and direct the team towards company objectives”.*

Participant 7: *“Consistent feedback sessions will maintain everyone's alignment with the transformational vision by allowing leaders and staff to exchange insights”.*

Participant 19: *“To keep everyone engaged and on the same page, transformational leadership depends on frequent and open communication”.*

Participant 18: *“By creating an atmosphere where employees' opinions are respected and managers take action on them, we can enhance teamwork”.*

Participant 14: *“We ought to hold frequent town hall meetings so that staff members can air grievances and executives can show that their suggestions are taken into account”.*

Participant 11: *“To develop transformational leadership, we must encourage two-way communication at all levels to create trust and understanding”.*

The results demonstrate how important feedback systems and efficient communication are to the successful application of transformational leadership. Clear expectations and staff alignment with the leadership vision are ensured by open and regular communication. Frequent feedback system gives an opportunity for leaders to measure the perspectives of employees, facilitating trust and engagement. At every level, promoting two-way communication can improve teamwork and fortify the bond between management and employees.

The consequence is that to increase employee participation and guarantee the seamless implementation of transformational leadership, organisations should spend money creating organised communication channels, such as town hall meetings and frequent feedback sessions.

The results are in line with the research of Bookman (2020), who stress that effective leadership requires clear and consistent communication. Bookman (2020) contend that managing expectations, building trust, and bringing staff members into line with company objectives are all facilitated by open communication. Additionally, Caniëls and Veld (2019) backs up the notion that regular feedback systems are necessary to increase engagement and boost leadership efficacy. Burnes (2020) asserts that two-way communication is essential to transformational leadership effectiveness because it empowers staff members to express their opinions and makes them feel appreciated. Similar to this, transformational leaders use open communication to encourage and inspire their colleagues (Chen & Simsek, 2021). Organisations must thus make investments in structured communication systems and feedback loops that promote trust, engagement, and alignment between management and employees to guarantee the successful implementation of transformational leadership (Biasi, 2020).

4.5 Summary

This chapter summarised the study's findings, which were centred on how transformational leadership affects performance when implemented inside an organisation. The chapter examined the participants' demographic data, which gave crucial background for comprehending the answers. A thorough overview of the several leadership styles used in the company, with an emphasis on transformational leadership, was provided by the results, which were then presented. Using the thematic data analysis approach, the data was examined to identify important themes and subthemes that surfaced from the replies of the participants. The reasons for adopting transformational leadership, its effects on organisational performance, the difficulties encountered while putting the style into practice, and solutions to those difficulties were some of these themes. Although it is often acknowledged that transformational leadership improves employee enthusiasm, creativity, and engagement, the investigation showed that obstacles like resistance to change and disagreement over a common goal still exist. The next chapter focuses on the conclusions and recommendations of the study.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Drawing inferences from the research in the preceding chapter, Chapter Five offers a thorough assessment of the study's major results. To provide a more thorough knowledge of the implementation of transformational leadership inside the organisation and its effects on performance, this chapter attempts to compile the insights gleaned from the thematic analysis of the data. Additionally, it will offer doable suggestions to tackle the issues noted in the research and improve the application of transformational leadership for sustained success of the organisation. This chapter will discuss the study's implications for leadership practice, organisational growth, and future research in the field in addition to providing a summary of the key results.

5.2 Findings from the literature review

Key findings from the literature review are presented in this section, which also highlights current ideas and research on transformational leadership and how it affects organisational performance.

5.2.1 Market position and growth in the industry

Balugani and Chevers (2021) assert that businesses may create a solid market position by differentiating themselves from rivals with distinctive goods or services. This is consistent with the main research findings, which showed that participants valued innovation and superior services, including specially designed installations, as ways to improve their competitiveness. Similarly, Antonakis and Day (2019) postulated that successful businesses use quality, innovation, and customer connections to expand their market presence. They contend that companies flourish by continuously improving their value offering and meeting the changing wants of their clientele. These findings are supported by Ann (2020) who contends that a company's distinct resources such as its reputation as a brand, its relationships with customers, and its capacity for innovation are essential to gaining and preserving a competitive edge. According to De Clerck, (2021) businesses may spur expansion by combining internal resources with outside concepts and inventions.

5.2.2 Intensity of market competition and differentiation strategies

Antonopoulou et al. (2021) contend that for businesses to remain competitive, they must innovate and concentrate on their special assets. This supports the study's findings that for businesses to be competitive, they must adjust to emerging trends and technology. The survey also discovered that companies may set themselves apart by providing distinctive or customised services. According to Ann (2020), businesses that possess distinctive resources like a solid reputation or specific services have an edge over rivals. The study's participants agreed, mentioning how tailored services make their companies stand out in a congested industry.

5.2.3 Organisational performance

Bookman (2020) discussion on organisational performance highlights that organisations frequently have high-performing parts while other areas lag because of things like inefficiencies, poor communication, or a lack of resources. This bolsters the argument that fixing failing sectors should be a strategic priority. The focus on pinpointing areas that require development, such streamlining procedures and encouraging creativity, also fits with the concept of continual improvement in organisational theory, which Biasi (2020) outlined in his Total Quality Management (TQM) method. According to the research by Biasi (2020), companies should continuously assess their procedures to spur innovation, boost productivity, and raise departmental performance.

5.2.4 Previous leadership styles

Ann (2020) states that situational leadership style stresses modifying leadership philosophies according to the demands of the team and the circumstances. According to Baker and Welter (2020), the top-down decision-making that characterises the autocratic style aligns with the centralisation of authority. In line with Balugani and Chevers (2021) definition of authentic leadership, which fosters exacting standards and trust, authentic leadership is centred on accountability and openness. Burnes (2020) cautioned that confusion or misalignment might result from an uneven blend of these types. However, the mixture of these styles reflects a dynamic, adaptable leadership approach. The variety of leadership styles can therefore be useful, but they must be managed carefully to prevent inconsistencies (Idris, 2022).

5.2.5 Adoption of transformational leadership with mixed approaches

The transformational leadership theory of Asif et al. (2020) emphasises the value of encouraging and motivating staff members to increase their creativity and sense of agency. Ann (2020) idea of transactional leadership, which emphasises task completion and performance management, is supported by the ongoing use of this strategy for goal setting and performance rewards. Furthermore, the application of situational leadership is consistent with the model developed by Antonakis and Day (2019), which promotes adapting leadership approaches according to the situation and the team's requirements. According to these findings, organisations can adjust to both predictable and unpredictable situations by using a hybrid leadership approach that combines aspects of transformational, transactional, and situational leadership. This promotes employee engagement and sustains high performance (Baker and Welter, 2020).

5.2.6 Drivers of Transformational Leadership Adoption

Research by Idris (2022) highlights that transformational leadership seeks to improve employee engagement and motivation by encouraging a feeling of growth and purpose. The emphasis on personal development, innovation, and empowerment supports De Clerck (2021) claim that managers should motivate staff to make significant contributions to the success of the company. Establishing a cooperative and encouraging atmosphere is in line with the findings of Cook (2020), who contend that transformational leaders play a critical role in building cohesive teams by promoting candid communication and respect for one another. In line with current leadership theories that highlight empowerment and motivation as critical performance drivers, this strategy caters to the modern workforce's need for personal development and engagement (Asif, et al., 2020). Ann (2020) states that transformational leadership is especially useful for promoting innovation and ongoing development. In sectors that are changing quickly, transformational leaders inspire their staff to embrace change and think creatively. Furthermore, transformational leadership promotes a culture of expansion, flexibility, and creativity, which helps businesses stay competitive (Baker and Welter, 2020). Bookman (2020) concur, arguing that transformational leadership fosters an innovative atmosphere that improves organisational flexibility and equips companies to face latest problems. A company's culture is shaped by such leadership, which keeps it strong and ready for long-term success.

Balugani and Chevers (2021), highlight the critical role transformational leadership plays in fostering an environment of empowerment, openness, and collaboration. This leadership approach creates a welcoming and encouraging atmosphere that motivates candid dialogue and enthusiastic involvement from staff members. Bookman (2020) asserts that transformative leaders foster cooperation and trust, which strengthens the bonds between management and staff. Furthermore, according to Avolio and De Clerck (2021), this kind of leadership fosters both individual and collective growth, which raises employee happiness and propels organisational success by creating a more engaged and unified workforce.

5.2.7 Role of transformational leadership on organisational performance

Ann (2020) contend that transformational leadership dramatically raises worker productivity and motivation. Transformational leaders create a work atmosphere where people are inspired to go beyond expectations and take responsibility for their positions by placing a high priority on engagement, personal growth, and acknowledgement. Antonopoulou et al. (2021) claim that transformative leadership encourages greater levels of dedication and effort, which have a direct effect on work satisfaction and organisational success. Furthermore, Balugani and Chevers (2021) point out that initiative-taking engagement by employees is more likely to occur when they feel valued and empowered, which boosts output and fosters a healthy workplace culture. The research by Burnes (2020) found that transformational leadership dramatically raises worker motivation and output. By placing a high value on participation, acknowledgement, and personal growth, transformational leaders create an atmosphere where workers are inspired to go beyond expectations and take responsibility for their jobs. Baker and Welter (2020) claim that transformational leadership raises effort and commitment, which has a direct effect on work satisfaction and organisational success. De Clerck (2021) also point out that when workers feel valued and empowered, they are more inclined to take initiative, which boosts output and fosters a healthy workplace culture.

The study conducted by Balugani and Chevers (2021) found that transformational leadership dramatically raises worker motivation and output. By placing a high value on participation, acknowledgement, and personal growth, transformational leaders create an atmosphere where workers are inspired to go beyond expectations and take responsibility for their jobs. Transformational leadership raises effort and commitment, which has a direct effect on work satisfaction and organisational success (Biasi, 2020). De Clerck (2021) also point out that when workers feel valued and empowered, they are more inclined to take initiative, which boosts output and fosters a healthy workplace culture.

5.2.8 Challenges in implementing transformational leadership.

Asif et al. (2020) said that transformational leadership fosters creativity and innovation by pushing staff members to think creatively and unconventionally. An atmosphere where innovative ideas thrive is created by leaders who motivate and empower their employees, which enhances organisational performance (Idris, 2022). Furthermore, according to Balugani and Chevers (2021), transformational leadership is essential for fostering innovation because it promotes independence and critical thinking skills, which lead to workable ideas that are advantageous to the company. Research by Ann (2020) found that transformational leaders who prioritise innovation and receptivity to fresh concepts greatly enhance a business's capacity to adjust and maintain its competitiveness in a market that is changing quickly.

Balugani and Chevers (2021), emphasises that leaders must have a common knowledge of the fundamental ideas and objectives of transformational leadership for it to be implemented successfully. Leadership efforts may become dispersed in the absence of a common vision, leading to inconsistencies that impede the adoption process. Caniëls and Veld (2019) also points out that when leadership approaches are not aligned, employees receive conflicting messages, which causes confusion and decreased effectiveness. Alignment within leadership teams is essential for the constant deployment of transformational leadership since it guarantees that all leaders are pursuing the same goals (Bookman, 2020).

5.2.9 Measures to overcome transformational leadership challenges.

Antonakis and Day (2019) highlights the value of engagement, education, and communication in overcoming resistance to change. Effective change necessitates open communication and initiative-taking staff involvement to boost support. Similar to this, Biasi (2020) emphasise how important it is for leaders to have a common goal and foster an atmosphere where workers feel included in the process of transformation. Additionally, the results are consistent with Canova (2020) idea of leadership alignment, which holds that training and mentorship programs are essential to guaranteeing that leaders continuously adopt the right leadership style. To overcome opposition, promote collaboration, and guarantee that every member agrees with the organisation's mission, these tactics training, communication, and involvement are essential.

5.2.10 Strategies for effective transformational leadership implementation

Baker and Welter (2020) highlight that ongoing training and development for leaders is the most effective way to foster transformative leadership. They contend that funding leadership initiatives is crucial to developing leaders who can successfully inspire and encourage their staff. In a similar vein, Bookman (2020) emphasise the significance of leadership development programs that aim to enable leaders at all levels to promote creativity and transformation.

Furthermore, the findings are consistent with Asif et al. (2020) leadership pipeline model, which emphasises the need to build leadership skills at all levels to guarantee long-term organisational success. These tactics continuous training, mentoring, and building a leadership pipeline are essential for creating a reliable, competent leadership team that can successfully apply transformational leadership concepts and accomplish organisational objectives.

Bookman (2020), who stress that effective leadership requires clear and consistent communication. Bookman (2020) contend that managing expectations, building trust, and bringing staff members into line with company objectives are all facilitated by open communication. Additionally, Caniëls and Veld (2019) backs up the notion that regular feedback systems are necessary to increase engagement and boost leadership efficacy. Burnes (2020) asserts that two-way communication is essential to transformational leadership effectiveness because it empowers staff members to express their opinions and makes them feel appreciated. Similar to this, transformational leaders use open communication to encourage and inspire their colleagues (Chen & Simsek, 2021). Organisations must thus make investments in structured communication systems and feedback loops that promote trust, engagement, and alignment between management and employees to guarantee the successful implementation of transformational leadership (Biasi, 2020).

5.3 Findings from primary research

The findings drawn from the study's primary research are presented in this section. The findings, which emphasise the main themes from the participants' experiences and viewpoints on transformational leadership inside the company, are examined considering the study's objectives.

Research objective 1: To determine the current level of organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

5.3.1 Market position and growth in the industry

The results show that the lift industry has various levels of market position and growth. Setting industry standards via innovation and quality and establishing oneself as one of the leading businesses in the field were priorities mentioned by several participants. Despite not being industry leaders, several participants emphasised the company's competitive position through excellent customer relations and service.

5.3.2 Intensity of market competition and differentiation strategies

The results show that there is broad agreement among participants about how fiercely competitive the sector is. Numerous participants underlined the difficulties presented by numerous rivals, especially bigger businesses with substantial financial resources. As a result, the market becomes overcrowded, and businesses must constantly adjust to stay ahead of the competition. It is getting harder to differentiate goods and services due to the fierce rivalry, which is also fuelled by competitors' ongoing innovation and price cuts.

5.3.3 Organisational performance

These primary research findings indicate that the organisation is overall experiencing a mixed performance, with other areas performing exceptionally well while others encounter challenges. Although there is acknowledgement of growth and positive results, there is strong concentration on identifying areas for improvement like refining processes, improving innovation, and dealing with issues in departments. The organisation is working effectively on strategies that addresses challenges and enhance its performance, with a commitment to consistent progress.

Research objective 2: To identify the factors influencing the adoption of transformational leadership style at Schindler Lifts SA within the elevator industry, Gauteng Province.

5.3.4 Previous leadership styles

The results show that the organisation uses a range of leadership philosophies, with a focus on situational, authentic, and autocratic methods. With little worker participation and a predominantly top-down decision-making process, the autocratic style is typified by a more authoritative and controlling leadership style. Conversely, the situational style exhibits flexibility, with leadership techniques modified to suit the group's demands and surroundings.

Authentic leadership was defined as being open and truthful while holding employees to ambitious standards of performance and responsibility.

5.3.5 Adoption of transformational leadership with mixed approaches

The primary research findings reveals that the company is currently using transformational leadership as its main strategy, emphasising staff inspiration and motivation. Nonetheless, they continue to incorporate aspects of situational and transactional leadership into their operations. While transactional leadership is still used to establish clear objectives and provide incentives for achievement, transformational leadership is viewed as a tactic to encourage employees' creativity, empowerment, and sense of pride. Situational leadership is also used when adjusting to certain difficulties or situations.

5.3.6 Drivers of Transformational Leadership Adoption

5.3.6.1 Employee engagement and motivation

The results indicate that improving employee motivation and engagement was the main reason for the implementation of transformational leadership. Recognising that increased employee engagement will result in better organisational performance, leaders stressed the need to cultivate a driven, committed, and cohesive staff. Individual development, inventiveness, and making sure staff members felt appreciated and empowered to contribute to the success of the company were among the main motivators. Establishing a cooperative and encouraging atmosphere was also a top aim. The move to transformational leadership shows a calculated attempt to meet the demands of a contemporary workforce that looks for inspiration and chances for personal development in addition to clear guidance.

5.3.6.2 Growth and Innovation

These results suggest that the adoption of transformational leadership within the organisation was primarily motivated by the goal of promoting innovation and organisational growth. The leaders understood the value of having a leadership style that could foster innovation, flexibility, and ongoing improvement, particularly in a market that is changing quickly. It was believed that transformational leadership was an appropriate strategy for motivating staff members to offer creative suggestions, which would eventually maintain the business's competitive advantage and foster organisational expansion.

5.3.6.3 Shift in organisational culture and values

The results show that the desire to change the organisational culture towards increased empowerment, transparency, and cooperation was a major driving force for the adoption of transformational leadership. The goal of the leadership style, according to the participants, was to foster an inclusive and encouraging workplace where staff members feel appreciated and inspired to share their thoughts. With a focus on individual and group development, the emphasis on trust, collaboration, and a good environment is a calculated step towards developing closer ties between management and employees.

Research Objective 3: To assess the role of transformational leadership style on organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

5.3.7 Theme 7: Role of transformational leadership on organisational performance

5.3.7.1 Employee Motivation and Productivity

The results show that transformative leadership has a major impact on worker productivity and motivation. Participants frequently stated that transformational leadership techniques, such as encouraging personal growth, motivating staff, and cultivating a feeling of ownership, result in more effort and dedication to work. Employees are more inclined to go beyond expectations and achieve at greater levels when personal development, recognition, and engagement are prioritised.

5.3.7.2 Improved innovation

These primary research findings suggest that transformational leadership significantly improves the organisation's capacity for innovation, creativity, and problem-solving. Workers are more inspired and empowered to question conventions and think creatively, which results in novel ideas that enhance organisational performance. The focus on innovation supports effective product creation and keeps the business competitive in a market that is changing quickly.

5.3.7.3 Collaborative and trust environment

The results show that transformational leadership is essential for promoting team cohesiveness, employee engagement, and cooperation. Transformational leaders improve collaboration and bring staff members into line with the organisation's mission by encouraging candid communication, openness, and trust.

These findings imply that companies that use transformational leadership are likely to see better team relationships, more cooperation, and a more unified workplace all of which have a favourable impact on organisational success. Building trust and promoting teamwork may improve overall productivity, raise employee satisfaction, and make it more likely that the company will succeed.

5.3.8 Challenges in implementing transformational leadership.

5.3.8.1 Resistance to change.

These results suggest that implementing transformational leadership is significantly hampered by opposition to change. Due to their knowledge and comfort with the existing procedures, long-term employees in particular have demonstrated a reluctance to depart from traditional leadership techniques. In areas like decision-making authority, where staff members were used to a more top-down style, the opposition was particularly noticeable. Since it may cause conflict between management and staff and obstruct the intended cultural change, this resistance can make it more difficult to successfully apply transformational leadership.

5.3.8.2 Subtheme 8.2 Aligning leadership on a shared vision.

These findings suggest that a major obstacle was the lack of agreement among leaders regarding a common vision of transformational leadership. Divergent leaders had different ideas about what transformational leadership should entail, which led to misunderstandings and inconsistent application. The lack of a mutual understanding among managers caused friction and slowed adoption, as leaders found it difficult to agree on the principles and practices to be adhered to. Without a unified vision, efforts to transition to transformational leadership could be disjointed and less successful.

5.3.9 Measures to overcome transformational leadership challenges.

The results show that during the adoption of transformational leadership, Schindler Lifts used a number of strategies to address the issues of resistance to change and aligning leadership on a shared vision, such as offering opportunities for education and training, encouraging open communication through forums, and involving staff members in the decision-making process to increase their sense of investment in the changes. The organisation also placed a strong emphasis on leadership alignment by setting up sessions for leaders to align on a common goal and offering mentorship programs to help managers navigate the transformation process.

Research Objective 4: To provide recommendations to management on the strategies to effectively implement transformational leadership style and improve organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

5.3.10 Strategies for effective transformational leadership implementation

This theme was broken down into two subthemes namely leadership development and effective communication.

5.3.10.1 Leadership development and training

The results show that there is broad agreement about the significance of leadership training and development for the successful application of transformational leadership. To guarantee that leaders have the abilities needed to motivate, empower, and successfully lead teams, participants stress the importance of continuing investment in leadership programs, mentorship opportunities, and the creation of a leadership pipeline at all levels. In addition to senior management, the organisation's transformational leadership competencies are being developed.

5.3.10.2 Improving communication and feedback mechanisms.

The results show how important feedback systems and efficient communication are to the successful application of transformational leadership. Clear expectations and staff alignment with the leadership vision are ensured by open and regular communication. Frequent feedback system gives an opportunity for leaders to measure the perspectives of employees, easing trust and engagement. At every level, promoting two-way communication can improve teamwork and fortify the bond between management and employees.

The consequence is that to increase employee participation and guarantee the seamless implementation of transformational leadership, organisations should spend money creating organised communication channels, such as town hall meetings and frequent feedback sessions.

5.4 Conclusions

Several important insights on organisational performance, leadership styles, and the implementation of transformational leadership at Schindler Lifts SA are highlighted by the main study findings. By detecting a mixed performance across the corporation, the study achieved its first research goal, which was to determine the current level of organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

Although certain sectors have done well, to make steady growth, there is a major emphasis on process improvement, innovation, and resolving departmental issues. The company's growth and competitive posture in the lift sector were also examined, exposing the challenges of market competitiveness, particularly when faced with bigger rivals. Notwithstanding these obstacles, the business's emphasis on client interactions and service keeps it competitive.

The second research goal, to identify the factors influencing the adoption of transformational leadership, was achieved by recognizing the shift from traditional leadership styles, such as autocratic and situational leadership, to transformational leadership. The study concludes that transformational leadership was mostly used to boost employee enthusiasm and engagement as well as to spur internal innovation and expansion. A key factor in the move towards this leadership style was the emphasis on cultural transformation, with a greater emphasis on empowerment, openness, and cooperation.

For the third research aim, assessing the role of transformational leadership in organisational performance, the study concludes that transformational leadership has a major effect on overall organisational performance, employee motivation, and creativity. Transformational leaders have been proven to create a more unified and productive work environment by placing a higher priority on employee involvement, personal growth, and recognition. Additionally, strengthening the Schindler Lifts; competitive advantage has been made possible by the emphasis on innovation and innovative problem-solving.

The fourth research aim, which aimed to provide recommendations on strategies to effectively implement transformational leadership, was also addressed. Training and leadership development were found to be crucial for giving leaders the abilities they need to motivate and inspire their teams. Additionally, it was acknowledged that enhancing feedback and communication channels was essential to bringing leadership together around a common goal and guaranteeing that all tiers of leadership were successfully supporting the transformative process.

5.5 Recommendations

5.5.1 Invest in leadership development.

It is recommended that Schindler Lifts keep funding extensive leadership development initiatives at all levels, considering the significance of leadership training. Enhancing transformational leadership skills, particularly in inspiring and empowering groups, should be the main goal of these programs. Furthermore, increasing mentorship opportunities would guarantee a robust leadership pipeline and equip leaders to successfully manage upcoming problems.

5.5.2 Consistent communication

Schindler Lifts should set up clear and regular channels of communication throughout the company to guarantee alignment between the personnel and the leadership. Leaders and staff may keep alignment with the company's values and goals by holding regular town hall meetings, feedback sessions, and open forums. Transparency, trust, and a more unified corporate culture will all be improved by this.

5.5.3 Innovation and creativity

Schindler Lifts should place a high priority on innovation and originality to keep a competitive advantage in the quickly changing lift market. Employees should be empowered to question accepted wisdom, produce innovative ideas, and help build new products by using transformational leadership. Additionally, the business must codify the procedure for finding and executing creative concepts at every organisational level.

5.5.4 Address resistance to change.

Schindler Lifts should keep up its initiative-taking management of employee opposition to transformational leadership by providing frequent training, workshops, and open lines of communication. Reluctance may be decreased by making sure that employees are aware of the advantages of transformational leadership and how it fits with their career development. Employee support for organisational changes will increase if they are included in decision-making processes and their opinions are valued.

5.6 Areas of further research

Future studies should examine how transformative leadership affects organisational success over the long run, especially in the lift sector. Transformational leadership methods may have a lasting impact over time, and longitudinal research might quantify improvements in employee engagement, productivity, and creativity. Although Schindler Lifts leadership was the subject of this research, it would be beneficial to look at the use of transformational leadership at other organisational levels, such as lower-level management and operational personnel. Gaining knowledge of the subtleties of leadership techniques at every level may help one better understand how different leadership philosophies affect performance across the board.

5.7 Conclusion

Chapter 5 provided a summary of the main conclusions drawn from the primary research and the literature evaluation. The influence of transformational leadership on organisational performance, employee motivation, and innovation at Schindler Lifts was proven by the study's substantially achieved goals. Along with solutions for these problems, it also emphasised difficulties including leadership alignment and resistance to change. Suggestions were made to improve organisational performance and leadership techniques. Finally, opportunities for more study were proposed to expand on the comprehension of transformative.

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Appendix A: Interview Guide

SECTION A: DEMOGRAPHIC INFORMATION

INSTRUCTIONS

Please tick in the right box

1. Indicate your age.

18-30 Years	
31-40 Years	
41-50 Years	
51 and above	

2. Specify your Gender.

Male	
Female	

3. Indicate your Highest Qualifications

Matric/Certificate	
Diploma	
Bachelor/Honours Degree	
Master's degree	
PHD	

4. Specify your years of work experience at the organisation.

1-5 Years	
6-10 Years	
11-15 Years	
16 Years & Above	

SECTION B: RESEARCH QUESTIONS

Objective 1: To determine the current level of organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

1. What is your market position in the industry?
2. How intensive is competition within your market or industry?
3. What is the current level of overall performance at your organisation?

Objective 2: To identify the factors influencing the adoption of transformational leadership style at Schindler Lifts SA within the elevator industry, Gauteng Province.

4. What is the previous leadership style that was implemented at your organisation?
5. What is the current leadership style being implemented at your organisation?
6. What are the factors that led the management to adopt the transformational leadership style?

Objective 3: To assess the role of transformational leadership style on organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

7. In your view what is the role of transformational leadership style on organisational performance?
8. What are the specific challenges that you have experienced in adopting the transformational leadership style?
9. What measures have you taken to address the identified challenges?

Objective 4: To provide recommendations to management on the strategies to effectively implement transformational leadership style and improve organisational performance at Schindler Lifts SA within the elevator industry, Gauteng Province.

10. In your opinion, is there a difference between the transformational leadership style and other leadership styles in terms of its influence on organisational performance?
11. What strategies can you suggest to effectively implement transformational leadership style and improve organisational performance at your organisation?

12. What other additional information can you contribute?