

**The impact of transformational leadership dimensions on
organisational performance in the South African mining
sector**

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ABSTRACT

This research examines the transformational leadership dimensions of intellectual stimulation, individualised consideration and inspirational motivation impact on organisational performance in the South African mining industry through the lense of The Balanced Scorecard (BSC), the study investigates the relationship between each dimension and each of the four perspectives and wider organisational outcomes. The results show that although inspirational motivation has a significant positive impact on financial performance, individualised consideration has the greatest impact on employee productivity and performance. Intellectual stimulation, however, shows a positive impact on employee performance as it fosters innovative and problem-solving behavior. These findings are in line with the existing literature which shows transformational leadership effectiveness is nuanced, where individual dimensions only affect certain performance areas instead of universal improvements. To this end, the study concludes that an improvement of broader overall performance in the mining sector requires synergies in employee-centric leadership and strategic management strategies to effectively address regulatory and macro economic challenges. This paper advances insights into how adaptive leadership can contribute to solving sector specific challenges while creating an environment of sustainability and high performance.

KEYWORDS

Transformational Leadership, Balanced Scorecard, Organisational Performance, Intellectual Stimulation, Inspirational Motivation.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorization and consent to carry out this research.

Simphiwe Siyabonga Nala

Date

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ABBREVIATIONS

ANOVA – Analysis of Variance

BEE – Black Economic Empowerment

BMF – Black Management Forum

BSC – Balanced Scorecard

CSR – Corporate Social Responsibility

DCT – Dynamic Capabilities Theory

DMRE – Department of Mineral Resources and Energy

EFA – Exploratory Factor Analysis

GDP – Gross Domestic Product

MLQ – Multi-Factor Leadership Questionnaire

RBV – Resource Based View

SAIMM – South African Institute of Minerals and Metallurgy

SAPS – South African Police Service

SOP – Standard Operating Procedure

SPSS – Statistical Package for the Social Sciences

TBL – Triple Bottom Line

1 INTRODUCTION TO THE RESEARCH PROBLEM

1.1 INTRODUCTION

Transformational leadership has gained significant recognition and is widely recognised as having a positive influence on organisational culture, which is apposite for the current dynamic environment mining organisations operate under in South Africa (Ibrahim & Daniel, 2019). Furthermore, researchers posit transformational leadership as a key factor in improving organisational performance across various industries. In a sector like mining, which is riddled with environmental dynamism marked by market volatility, labour unrest, uncertainty, cyclical fluctuations of commodity market demand, and stricter environmental regulations, effective leadership becomes increasingly important. Transformational leadership, with its focus on the generation of financial and non-financial outcomes through the motivation of employees, promoting innovation, and adapting to change, makes it particularly suited to addressing these challenges (Bass & Avolio, 1993).

The South African mining sector is no stranger to these challenges. The sector has long been the cornerstone of South African economy, contributing significantly to employment and the Gross Domestic Product (GDP) since the discovery of diamond in Kimberley and the gold basins of the Witwatersrand (Wilson, 2001). However, the sector is also characterized by recurring strike action from labour unions, operational inefficiencies, and a need for technological advancements due to increasing mining complexity to maintain global competitiveness. In this context, transformational leadership has the potential to serve as a powerful tool to drive organisational performance by nurturing and building a motivated, innovative workforce. Extant research has shown that leadership that not only inspires but also nurtures individual contributions, improves organisational outcomes in complex, dynamic environments (Deng et al., 2023; Hoch et al., 2018).

Globally, the mining industry faces similar challenges. In Chile, a major mining country, major public and private mining companies struggle with the same issues of labour strikes and regulatory changes that South African mining companies deal with. Moreover, labour strikes in Chile's copper belts have led to significant production halts and delays, mirroring South Africa's challenges with mining unions

(Irrarrazaval, 2022). Similarly, in Australia and Europe, mining companies are increasingly under pressure to meet stringent environmental sustainability goals, which reflect the global drive towards sustainable clean energy solutions, which also heavily affects South African mining operations (Qarahasanlou et al., 2022; Shrivastava & Vidhi, 2020).

The key proponents and historical development on transformational leadership as a concept, emanate from the work of scholars such as, Bass and Avolio, who posit that transformational leadership has four dimensions, namely, being idealised influence, inspirational motivation, intellectual stimulation and individualised consideration (Bass & Avolio, 1993a). The focus of this research was three of the four dimensions of transformational leadership, particularly intellectual stimulation, individualised consideration, and inspirational motivation and to examine these dimensions significance on organisational performance in the South African mining industry, building on global lessons and local realities.

In complex and dynamic environments where change is constant, and employee engagement is critical to achieving success, transformational leadership—characterized by inspirational motivation, individualised consideration, and intellectual stimulation—becomes even more relevant (Hilton et al., 2023).

Organisational Performance (OP) on the other hand, is the result produced from a company's business activity over a period of time. There is a widely accepted definition across literature that defines it as the key measure of how an organisation utilises its tangible and non-tangible resources to achieve its goals, characterised by financial and non-financial outcomes (Hoffman et al., 2018; Wang et al., 2015). It is therefore key to analyse transformational leadership dimensions along organisational performance lines as it is the key output of any organisation.

1.2 BACKGROUND

South Africa's economy is widely diversified with manufacturing, financial services and agriculture being substantial contributors but mining has been the cornerstone of the economy for decades. Mining has largely contributed to employment and economic development. However, South Africa has seen a sharp decline in gold

production, slipping from being the world's top gold producer to 13th in the world and fourth in Africa (Government Communication and Information Services, 2011; Wilson, 2001b; World Gold Council, 2022a, 2022b). Moreover, South Africa has gone from producing 1000 tonnes of gold in 1970 to 130 tonnes post Covid-19 (World Gold Council, 2021, 2022a). This sharp decline is not purely a result of resource depletion but it points to deeper systemic challenges particularly in leadership, operational inefficiencies and change management (Chiguvi, 2022; De Klerk & Swart, 2023; Gruenhagen & Parker, 2020; Jacobs R., 2018).

Mining operations globally involved in the extraction of minerals, generally have a hierarchal organisational structure. This is mainly due to their task-oriented nature. However, the South African mining sector has historically been characterised by authoritarian styles of leadership marked by large power distance, limited worker participation in decision-making, top-down decision-making and resistance to change (Chiang et al., 2021; Karakitapoğlu-Aygün et al., 2021; Pizzolitto et al., 2023). A study by Huang et al. (2015) postulates that authoritarian leadership styles produce better financial performance under challenging economic conditions than transformational leadership styles. However, other scholars have reasoned that it is only effective in predictable economic environments (Karakitapoğlu-Aygün et al., 2021; Shen et al., 2019). The South African mining sector is highly susceptible to shifting global commodity market dynamics and must be able to adapt in order to remain globally competitive. It is therefore clear that rigid leadership styles have stifled organisational performance and competitiveness.

Organisational performance is a multi-faceted concept but is widely measured on financial and non-financial outcomes. In the context of the mining industry, the main key performance indicators (KPI) are productivity, safety, operational efficiency, regulatory compliance and financial performance (Akram et al., 2018; García-Cutrín & Rodríguez-García, 2024). According to Deng et al. (2023), effective leadership is crucial to the success of an organisation and serves as a key catalyst for driving change which is a central argument and key premise of this study. Leadership goes beyond setting the strategic vision as it orchestrates and shapes these performance outcomes. Transformational leadership therefore becomes relevant in addressing these KPI's as it engages workers at all levels and promotes innovation through the dimensions of intellectual stimulation, individualised consideration and inspirational motivation to drive performance (Gómez Romero et al., 2024; Hansbrough & Schyns,

2018).

The late 1960s saw the introduction of contingency theory, which posits a situational approach to leadership characterised by employing different leadership styles for different situations (Dinibutun, 2020). By the late 1970s, Burns introduced transformational leadership as a concept where he posits that transformational leaders acted as change agents in organisations, which was later expanded on by Bass & Balio (Bass & Avolio, 1993b; Dinibutun, 2020). The early 1990's also saw the emergence of The Resource Based View Theory (RBV) which posited that organisations had both intangible and tangible assets (employees, physical assets and capital) postulating the use of the assets to gain competitive advantage (Barney J, 1991; Kosiol et al., 2023). This was further extended by the introduction of dynamic capabilities theory which focuses on an organisations ability to handle environmental dynamism by building, integrating and reconfiguring its resources to deal with emerging changes in the market.

In the context of the South African mining sector, anchoring on RBV and dynamic capabilities theory, transformational leadership can be seen as a strong catalyst to foster innovation, growth, job satisfaction and improved organisational performance through the dimensions of intellectual stimulation, inspirational motivation and individualised consideration to unlock human capital to improve organisational capabilities and performance in a highly competitive global market.

The balanced scorecard (BSC) is a performance measurement tool developed by the work of Kaplan and Norton (1992), which postulates that organisations can translate strategy and vision across financial and non-financial outcomes. They four key measures are: financial perspective, customer perspective, internal process and learning & growth (Kaplan & Norton, 1992; Kumar et al., 2024). This aligns well with transformational leadership as it propagates improvement in all areas of performance, not only financial. Furthermore, this research project utilised the BSC to evaluate the impact of the dimensions of transformational leadership on organisational performance in the South African mining sector. Moreover, the BSC also aligns well with RBV as RBV is concerned with tangible and intangible assets of an organisation while the BSC measure the effectiveness of the organisational capabilities contributed to organisational performance.

1.3 RESEARCH PROBLEM

Managing multi-national organisations in the mining sector is a complex endeavour and not without challenges. Mainly, this is due to the highly volatile and dynamic environments mining organisations operate in, facing obsolescence due to rapid technological innovations (Komakech et al., 2021). Environmental dynamism calls for the adoption of leadership styles that stimulate intellectual and innovative capacities, through individualised consideration, to deal with operational complexity challenges experienced on a daily basis (Alsayyed et al., 2020). Transformational leadership recognizes the complexity of the operating environment and seeks to understand the expectations of organisational leaders along with the needs of organisational employees in order to ensure employees are motivated to achieve the set objectives (Deng et al., 2023). A growing perspective in literature, focused on leadership styles, postulates that transformational leaders must focus on the needs and expectations of their followers and strive to satisfy those needs to motivate them to achieve high levels of performance (Dóci et al., 2020; Garad et al., 2022).

Despite the influence of transformational leadership to inculcate inspirational motivation that stimulates employees towards the realisation of the strategic vision and mission of the organization, there is scant research focusing on the transformational leadership dimensions of intellectual stimulation, inspirational motivation, and individualised consideration and the dimensions impact on organisational performance within the context of the South African mining sector. The mining sector faces a myriad of challenges, particularly, within the context of the South African economy, production halts, labour strikes, environmental and regulatory challenges, and low production outputs owing to rising operational costs, growing global competition, increasingly stringent environmental and regulatory compliance (Bezzola et al., 2022; Gruenhagen & Parker, 2020; Irrarazaval, 2022; Jacobs R., 2018; Uys & Webber-Youngman, 2019; Zulu et al., 2021). This calls for a step change in the form of empowering employees through the implementation of transformational leadership dimensions that are biased towards promoting individual creativity and innovation.

The aim of this study was to better understand the impact of transformational leadership dimensions on organisational performance in the dynamic environment of the South African mining sector.

1.4 RESEARCH PURPOSE

The South African mining sector has unique set of challenges making it a suitable sector to examine the efficacy of transformational leadership. Furthermore, mining has played a pivotal role in growing the South African economy by providing employment and being a significant contributor of Gross Domestic Product (GDP) (Wilson, 2001a). Maintaining a strong mining sector is essential for economic growth, entrepreneurship and economic stability, which are critical components in reducing South Africa's unemployment levels currently sitting at 32,9% (Thusi, 2023). This formed the basis of focusing on this critical sector in the South African economy. Furthermore, by exploring the transformational leadership dimensions it can empower organizations, leaders of organizations and managers to be more agile and innovative in their strategies in the face of environmental dynamism. The incorporation of transformational leadership emanates from the realisation that human resources are the most valuable, flexible, organisational capability that an organisation can possess to assist in navigating through volatile, uncertain, complex, and ambiguous operating conditions (Bader et al., 2023).

The main purpose of this research was to determine whether transformational leadership, through its dimensions of intellectual stimulation, individualised consideration, and inspirational motivation, has a significant positive effect on organisational performance within the South African mining sector. This is driven by calls from transformational leadership research to conduct more nuanced research in different geographic locations to compare how leadership strategies vary across different economies, regions and contexts (Bader et al., 2023; Gómez Romero et al., 2024a; Komakech et al., 2021; Zulu et al., 2021).

The purpose of this study is to contribute to improved insights on how transformational leadership specifically impacts organisational performance in the South African mining industry. This can assist in addressing operational challenges such as employee motivation, innovation, and environmental sustainability. Given these challenges, transformational leadership can provide new strategies for improving organisational performance and employee outcomes.

1.5 SIGNIFICANCE

1.5.1 Academic Significance

Several studies have been undertaken by scholars previously to unlock the nexus between transformational leadership and organisational performance. However, empirical evidence of specific transformational dimensions and their impact on organisational performance is scant, particularly for the mining industry. Embarking on this research sought to address this existing gap. Furthermore, the aim of this research is to contribute to leadership theory by delivering a detailed study of the dimensions of transformational leadership, with a specific emphasis on the South African mining sector, which is a critical sector that provides employment and contributes significantly to South Africa's GDP. Most of the existing literature has largely focused on the concept of transformational leadership without particular specificity of its dimensions in relation to organisational performance (Alqatawenh, 2018; Cheng et al., 2020; Hansbrough & Schyns, 2018; Hoffman et al., 2018).

Analysing the three dimensions of transformational leadership not only makes theoretical contributions and addresses existing gaps in literature but can direct future research and have educational value for leadership programs. In addition, by conducting a quantitative study this will hypothesises the transformational leadership dimensions and put it through methodological rigor which increases the reliability of the research findings.

In addition, the study's aim was to contribute to Resource Based View (RBV) and Dynamic Capabilities theory by adding granularity to organisational performance research in the context of a resource dependant industry such as mining in South Africa. This provides a more nuanced comprehension of the impact within a dynamic and labour-intensive sector where employees are a critical resource and strong organisational performance is heavily reliant on employee motivation and innovation (Dóci et al., 2020).

1.5.2 Significance for Business

Given the dynamic operating environment, mining organisations are constantly

seeking ways to enhance their operational performance. Leadership and strategic management literature discuss styles of leadership i.e. transactional vs transformational leadership in the pursuit of building long-term organisations. However, the key driver of any organisation is its ability to leverage its human resource capabilities. Even though organisations can leverage on informational, material, and financial resources to navigate through environmental complexities, extant research has proven that these resource endowments are rendered useless if an organisation lacks an adequately skilled, competent and capable human resource base (Cheng et al., 2020; Korku & Kaya, 2023; Meng et al., 2022; Shen et al., 2019). The aim of this research is to provide actionable insights to decision-makers within the mining sector on how transformational leadership dimensions can be a tool to effectively drive organisational performance strategy.

Implementation of transformational leadership dimensions within the South African mining sector can improve job satisfaction which improves the level of employee engagement as well as motivation (Hilton et al., 2023). Engaged employees are productive, committed, and innovative to achieve organisational goals and improve overall performance. Transformational leadership dimensions can also be used as a mechanism to achieve greater organizational productivity and effectiveness by harnessing these elements to create innovative and effective organizations (Parveen et al., 2023). Moreover, the research findings could potentially provide tools to achieve positive outcomes for organisations in the mining sector in South Africa which indirectly would result in stronger more sustainable businesses resulting in a decrease in unemployment levels and contributing more to the fiscus and national economy. In addition, transformational leadership could positively impact and reduce incidents of labour unrest by increasing workforce stability and fostering a workplace culture built on mutual respect and engagement (Sil & Samuelson, 2018).

Globally, the mining industry faces similar challenges to those in South Africa, for instance, Chile and Australia face persistent labour unrest and environmental challenges (Annandale et al., 2021; Cassotta et al., 2020; Currell et al., 2017; Irrarrazaval, 2022; Sil & Samuelson, 2018; Ugarte, 2019). The findings gathered from this study could offer lessons and help to shape more effective leadership strategies in the mining industry and other industries.

2 LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of this chapter is to provide the context of theoretical debates on leadership and the theories used for this study. The literature review unpacks key theoretical frameworks anchoring this research which include, Dynamics Capabilities Theory, the Resource-Based View (RBV), and the Balanced Scorecard (BSC) which collectively underpin the study's exploration of leadership and organisational performance. Transformational leadership as a construct is a central focus of this chapter, linking it to key organisational outcomes such as employee engagement, employee motivation, innovation, safety and financial performance. Finally, the study critically examines the relationship between transformational leadership dimensions and organisational performance and its relevance in addressing mining industry challenges.

2.2 TRANSFORMATIONAL LEADERSHIP: THEORETICAL FOUNDATIONS

2.2.1 Overview of Transformational Leadership theory

The early 1970s saw a rising interest in industrial democracy and participative management, a period marked by particularly high levels of labour relations dynamics in the American economy and across Europe (Eaton et al., 2024; Phillips, 2023; Tengblad & Andersson, 2024). According to Eaton (2024) this climate provided fertile ground for the introduction and development of James MacGregor Burns transformational leadership theory which has its roots in democratic principles centred around employee involvement and shared decision-making, which closely aligns with industrial democracy and participative management.

This represented a significant shift from traditional leadership models of transactional leadership which promotes reward-based motivation and short termism (Praneeth & Pradeep, 2024). Scholars suggest that transactional leadership may positively affect organisational performance through achievement of short-term goals through remuneration and improved job satisfaction (Nsom et al., 2019; Yang, 2023). Yet,

other scholars argue that it negatively impacts innovation, long-term growth, productivity and demotivates employees when done in excess (Dong, 2023; Nsom et al., 2019).

The work of Burns (1978) had a strong moral and ethical emphasis, introducing transformational leaders as change agents, who played a critical role in motivating and inspiring followers to go above and beyond what is expected of them. However, Bernard Bass's expansion of transformational leadership provided a structured framework introducing the transformational leadership dimensions of idealised influence, inspirational motivation, intellectual stimulation and individualised consideration (Bass & Avolio, 1993; Eaton et al., 2024; Indana et al., 2023). Bass shifted the focus of Burns original ideas from a political setting to organisational setting positing that transformational leaders that focus on long-term growth, are visionaries and promote the development of their followers (Bass & Avolio, 1993; Eaton et al., 2024; Purwanto et al., 2021).

Dimensions of transformational leadership have been applied ubiquitously in different economic and industrial circumstances (Bader et al., 2023). Moreover, there is a unanimous agreement in the literature that transformational leadership encourages individualised influence and promotes inspirational motivation, intellectual stimulation, and individualised consideration (Alsayyed et al., 2020; Bader et al., 2023b; Khan et al., 2022). These traits have been researched in different industrial and economic conditions with varying outcomes. Komakech (2021) focused on the transformational leadership construct mainly focused on the inspirational motivation that leads followers to encourage them to achieve organisational goals. Whereas Korku and Kaya (2023) indicates that through intellectual stimulation, a leader provides followers with the platform to showcase their innovative ideas and creative solutions that can assist the organisation to navigate through turbulent operating conditions. Whereas Ahmad (2024) emphasises that transformational leaders behaviours look out for subordinates needs by supporting and coaching them in line with individualised consideration.

In this study, the transformational leadership dimensions of inspirational motivation, intellectual stimulation, and individualised consideration are tested for their influence on the performance of organisations in the mining sector in South Africa. This position is inspired by the realization that given the historical performance and challenges of the mining sector, transformational leadership has the potential to

address these unique and persistent challenges. This study will contribute to existing literature and offer tangible insights to organisations in the sector navigating a competitive and dynamic market.

2.2.2 Transformational Leadership Dimensions

2.2.2.1.1 Intellectual Stimulation

Intellectual stimulation is a dimension of transformational leadership that speaks to stimulating and inspiring followers, to realize their full potential and apply their creative abilities, in finding solutions when dealing with organisational challenges (Khan et al., 2022). Moreover, Metaferia et al. (2023) further supports this by positing that intellectual stimulation assists employees to bring about innovative ideas to solve problems. Furthermore, Korku and Kaya (2023) further supports this by indicating that through intellectual stimulation, a leader provides followers with the platform to showcase their innovative ideas and create solutions that can help the organisation navigate through turbulent operating conditions.

Further insights were shared by Maquieira et al. (2020) who asserts that intellectual stimulation enables employees with the requisite empowerment needed to make decisions. It has also been proven that providing followers with meaningful work and challenges creates inspirational motivation, while encouraging innovation generates intellectual stimulation which is regarded as an intrinsic reward that promotes and supports personal growth (Seitz & Owens, 2021).

2.2.2.1.2 Inspirational Motivation

Komakech et al. (2021) focused on this transformational leadership construct by placing emphasis that inspirational motivation encourages subordinates to achieve organisational goals. Metaferia et al. (2023) underscored that inspirational motivation enables transformational leaders to provide a clear orientation and inspire employees to be at their best. In addition, van Dun and Kumar (2023) view inspirational motivation as the emotional traits of a transformational leader to capacitate employee's confidence in executing their duties. Jaroliya and Gyanchandani (2022) confirms that through exercising inspirational motivation, transformational leaders enunciate their followers to develop creative ways to

achieve organizational objectives.

Khan et al. (2022) posits that inspirational motivation incorporates a transformational leader sharing their vision for the organisation to followers in anticipation that they will utilise their skills and competencies to pursue the strategic vision. It appears that inspirational motivation is focused on creating a shared vision and inspiring organisational members to work towards the collective goal. Escortell et al. (2020) view on inspirational motivation is from the perspective of transformational leadership setting challenging goals for employees.

2.2.2.1.3 Individualised Consideration

Ahmad et al. (2024) emphasis is on the transformational leadership behaviours, that look out for the needs of subordinates by providing support and coaching in line with individualised consideration. The ability of a leader to act as a role model to followers, inspires idealised influence and provides personal support to employees (van Dun & Kumar, 2023). Alsayyed et al. (2020) supports this by positing that through the individualised consideration dimension, a transformational leader provides individual attention to organisational members and does not treat them as a group. Transformational leaders have a responsibility and duty to mentor and coach followers to assist them to utilise their strengths and identify their weaknesses. This approach to transformational leadership recognizes the variations in individual needs which may require an empathetic or rather, a differentiated approach (Ding et al., 2020).

2.2.3 Application in the Mining Sector

In the global landscape, transformational leadership plays a significant role in the mining industry. Research conducted by Gómez Romero et al. (2024a) indicates that transformational leadership has a positive relationship with competitive strategies in the Mexican mining sector. Moreover, the dimension of inspirational motivation is the most frequently occurring in the Mexican mining industry. This indicates effective leadership can improve employee engagement to improve organisational performance (Gómez Romero et al., 2024a). The study further notes that transformational leaders in the sector possess better adaptability to market volatility and create a positive working environment. This is particularly important in an

industry characterized by high risk and challenging working conditions.

Another key area and arguably the most important where transformational leadership has shown positive impact is the area of safety management. There has been a significant drive to improve safety in the South African mining sector through increased safety campaigns within organisations, stricter safety regulations from the government and harsher penalties for non-compliance to set safety standards (Muthelo et al., 2022). In the Indonesian mining sector, transformational leadership has been found to have the most significant impact on job satisfaction, safety and work motivation (Sasongko & Syafari, 2021). Similarly, in the Chinese petroleum sector, a study found that transformational leadership contributes to a long-term safety culture and sustainability (Shi et al., 2020). This highlights the importance and applicability of transformational leadership dimensions within the mining industry.

Finally, transformational leadership plays a vital role in improving operational efficiencies and innovation. This has become increasingly important in a capital-intensive industry like mining. Scholars have posited that in the Indonesian mining industry transformational leadership positively influences an innovative work culture and increased operational efficiencies driven by a supportive organisational culture (Sasongko & Syafari, 2021; Ta et al., 2022; Zamilah, 2024). This is particularly important as mining companies need to innovate in order remain competitive, in an environment riddled with environmental dynamism where technological advancements are rapidly reshaping the sector (Garad et al., 2022; Istiatin et al., 2023; Lumadi & Nyasha, 2024a; Uys & Webber-Youngman, 2019; van Dun & Kumar, 2023).

2.3 ORGANISATIONAL PERFORMANCE IN THE MINING SECTOR

2.3.1 Definition and Measurement of Organisational Performance

The traditional approach of organisational performance historically was purely focused on tenets of agency theory which concerned itself with financial outcomes and maximizing shareholder value (Moumin, 2024). Scholars challenged this view as it did not consider non-financial outcomes, which led to the development of stakeholder theory that posits organisations should take a comprehensive view considering not only employees as stakeholders but suppliers, customers and the

community (Freeman & Reed, 1983; Moumin, 2024). Evidence of this in the mining can be seen by environmental regulations that govern licenses to operate with a global shift towards sustainable mining practices (Cole & Broadhurst, 2022; Mlambo, 2022; Qarahasanlou et al., 2022; Shrivastava & Vidhi, 2020; UN DESA, 2023).

There is no doubt that mining is a capital-intensive endeavour, which means that elements of the traditional approach remain important as financial health is critical for the long-term sustainability of mining organisations (Fekete, 2021). However, scholars have argued that non-financial outcomes such as organisational culture, employee engagement, leadership, innovation and sustainability are equally important drivers of organisational performance (Conțu, 2020; Maula et al., 2024; Tolici, 2021; Yu, 2023). To this end, performance measurement tools were developed to capture a holistic view of the state of an organisation. Some of the most common financial metrics in the mining industry are cost per ton and profit margin whereas, some of the most common non-financial metrics are safety adherence and compliance, productivity and sustainability (Dos Reis & Nader, 2023; Gackowiec et al., 2020; Saxby, 2024).

As mining companies increasingly realized the importance of non-financial outcomes, integrated models were introduced to measure performance (Fekete, 2021). Some of the most utilised performance measurement tools in the mining industry include the balanced scorecard which goes beyond the financial performance, by looking both internally and externally, the EQFM Excellence model which assesses overall operational excellence in an organisation and the Triple Bottom Line (TBL) which also goes beyond financial and looks at social and environmental impact (Guttermann, 2023).

In this study, organisational performance serves as the pendent variable. The performance of an organisation can be ascertained using either objective of subjective attributes. Alsayyed et al. (2020) posits that organisational performance is a complex concept as it has several measurements that can be quantitative and financial in nature. Other scholars, define it as not only the ability of an organisation to meet its said objectives efficiently but also how effectively an organisation positions itself in the competitive landscape (Conțu, 2020; Guttermann, 2023). Building on this perspective, the influential works of Wang et al. (2015) put forward that the performance of organisations reflects its ability to exploit resources at its disposal- both tangible and non-tangible, in order to achieve its ultimate strategic

objectives, demonstrating a comprehensive approach to resilience and market adaptation.

Extant literature concurs that organisational performance is a multi-dimensional concept; however, scholars have posited in literature that there are five key measurement attributes that make up organizational performance which include internal business, work satisfaction, payment and benefits, customer finance and technology and innovation (Wang et al., 2015). These variables appear to closely imitate the four perspectives namely- financial, customer, internal process and the learning and growth perspective established by Kaplan and Norton (1992) in the widely adopted balanced scorecard framework, a performance measurement tool extensively applied in South Africa's mining sector and globally. This research explores not only on the quantitative but also the qualitative determinants of organisational performance offering a nuanced view of organisational effectiveness.

i). Quantitative determinants of organisational performance

The quantitative determinants of organisational performance incorporate objective measures that are principally shown through financial statements. This standard is interested in extracting the quantitative measures of performance in the form of profits, return on assets, return on investments as well as efforts to contain the operational costs of doing business. However, quantitative measures of organisational performance only capture parts of organisational performance, it is therefore imperative to also consider the qualitative determinants of organisational performance (Wang et al., 2015).

ii). Qualitative determinants of organisational performance

Qualitative determinants of organisational performance relate to the subjective measures which emphasize on employee and customer satisfaction, technology and general organisational innovation and success. They offer an alternative perspective to measure performance and also provide support in driving financial performance (Wang et al., 2015).

2.3.2 Key Organisational Performance Frameworks and Tools

2.3.2.1 Resource Based View

Organisational theory has evolved tremendously in the 20th century, adapting to changing business environments seeking to understand how organisations compete, how they succeed and how they achieve a competitive advantage (Barney et al., 2001). Some of the early theories such as Scientific Management that focused on process control and routine to optimize productivity laid the foundation for what was to come (Hu, 2024; Martino, 2022). As the market and businesses grew in complexity, further theories that focused on employee motivation and social dynamics to achieve productivity emerged such as the Human Relations Movement, (Monego et al., 2021; Pokhrel, 2022). This marked a significant shift recognizing the social and psychological aspects of work to focus on human aspects of organisations (Hu, 2024; Sanchez et al., 2023). Organisational theory continued to evolve in the latter half of the century with the emergence of Contingency Theory which posited that organisational performance is contingent on internal and external factors which requires adaptability and flexibility to respond to environmental dynamism (Damayanthi et al., 2022; Nassou & Bennani, 2024).

As the global markets became more competitive, scholars sought to understand what gave organisations a competitive advantage even during turbulent financial periods. This climate of the 1980's laid the foundation for the emergence of The Resource-Based View (RBV) which postulates that an organisations competitive advantage comes from its ability to leverage its internal resources and capabilities and if those resources are valuable, rare, inimitable and non-substitutable (VRIN) then that organisation has a sustainable competitive advantage (Barney, 1991; Dasuki, 2021; Lubis, 2022; Vasudevan, 2021). Furthermore, a study by Hitt et al. (2016) confirms this view by stating that strong leadership is a resource an organisation can use to gain competitive advantage over its competitors. Another study by Breevaart et al. (2019) indicates that leadership is an intangible resource that can drive innovation, improve safety and improve employee motivation and engagement.

The late 1990s saw the RBV being extended to include Dynamics Capabilities Theory (DCT) to address how organisations adapt to environmental dynamism in the complex environments. Furthermore, DCT states that beyond an organisations VRIN

internal resources, sustained competitive advantage is achieved by continuously reconfiguring, transforming and renewing resource in response to shift in the market (Haarhaus & Liening, 2020; Schoemaker et al., 2018). This adapts well with the mining sector as it is susceptible to market volatility, commodity prices fluctuations, regulatory changes, and rapid technological advancements (Tolici, 2021; Uhl-Bien & Arena, 2017).

An integrated RBV & DCT framework is the anchoring leadership theory for this study as it emphasizes that strong leadership is more than just a managerial skill but rather an organisational resource that drives overall performance (Hitt et al., 2016). Furthermore, by anchoring this study on RBV & DCT theory, this study seeks to highlight how transformational leadership can be a strategic resource for the mining sector to achieve sustained success. In addition,

2.3.2.2 The Balanced Scorecard

The complexity of measuring organisational performance, particularly dynamic business environments, has often led to the use of multi-dimensional frameworks like the Balanced scorecard (Kaplan & Norton, 2001). Furthermore, an organisation operating in dynamic business environment must have a combination of financial and non-financial measures to get an overall view of the performance of all the parts within the organisation. The conceptual appeal of the balanced scorecard and framework is that it considers different organisational performance dimensions, which are categorized into four main categories: the advantage perspective, the customer satisfaction perspective, the internal business perspective, and the innovation and learning perspective (Kaplan & Norton, 1992; Quesado et al., 2018; Ratnaningrum et al., 2020). This performance measurement tool aligns well with principles of RBV and DCT, as it focuses on leveraging distinctive internal resources to respond to evolving external demands (Breevaart & Zacher, 2019; Freeman et al., 2021; Mansour et al., 2022).

In this study, the Balanced Scorecard (BSC) serves as an integrative tool connecting the transformational leadership dimensions namely- individualised consideration, intellectual stimulation and inspirational motivation to the four key BSC perspectives of organisational performance. This approach provides a nuanced analysis of transformational leadership as an enabler for not only short-term performance

improvements but long-term sustainable growth. Utilising the BSC aligns this study with RBV's internal resource focus and DCT's adaptability priority, providing a robust, comprehensive measure of organisational performance in a dynamic business environment.

2.4 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANISATIONAL PERFORMANCE

While there is substantial research on the link between transformational leadership and organisational performance, research specifically addressing transformational leadership dimensions in the context of the mining sector, particularly in South Africa is scant. Furthermore, scholars have advocated for more regionally diverse studies to assess the impact of transformational leadership (Gómez Romero et al., 2024; Gruenhagen & Parker, 2020). However, the works of Alsayyed et al. (2020) underscored that leadership is recognised as one of the most significant determinants of workplace performance, which is closely linked to organisational performance. This is further supported by Deng et al. (2023) who states that leadership is a critical asset of any organisation and is the main driver of change. Transformational leadership is competing with emerging technologies such as artificial intelligence systems that are being optimised by organisations towards improving ultimate performance.

Literature suggests that the incorporation of transformational leadership is characterised by greater employee productivity, lower employee turnover, improved motivation, and decreased effectiveness. Existing literature also shows that transformational leadership can effectively improve teamwork and the ultimate organisation's people performance. Key constraints in which transformational leadership has proven to be effective have been team employment, group participation, and team learning. There is unanimous agreement that transformational leadership promotes awareness through improved motivation.

2.4.1 Empirical Studies of Leadership & Organisational Performance in Mining

There have been several studies exploring the mediating, moderating and the overall relationship between transformational leadership and organisational performance attesting to the positive impact it has on key performance metrics. A study by Cheng et al. (2020) found that transformational leadership positively impacts safety performance of mineworkers in China as it improves their safety awareness which is important for a high-risk environment like mining. These findings align with those of Ta, Kim and Gausdal (2022) who postulate that transformational leadership mediates the relationship of safety climate and safety compliance characterised by reduced safety incidents and accident rates and overall improvement in safety performance.

From a financial perspective, the Gomez-Romero et al. (2024) study found that for mining companies in Mexico, transformational leadership impacts their financial performance through its influence on competitive strategies, as companies are able to adapt to environmental dynamism and swift changes in the market. Particularly, the dimensions of intellectual stimulation and inspirational motivation of transformational leadership are the biggest drivers in this mining sector.

Finally, from an employee outcome perspective, Pancasila et al. (2020) found that in the Indonesian mining sector, transformational leadership has a positive impact on employee engagement, employee performance and job satisfaction. These findings align with research from Chikove and Shiri (2021) from the Zimbabwean mining sector that says not only does transformational leadership have a positive impact on employee engagement but extends to say that it positively impacts their organisational commitment.

Despite the wealth of empirical evidence supporting the positive impact of transformational leadership, literature on the South African mining context is scant. This study aims to address this gap by providing nuanced view of the sector-specific challenges of South African mining sector. Future research should focus on examining the mediators and moderators of the links of transformational leadership and organisational performance (Ezerdi & Ünlüaslan Durgun, 2020).

2.5 THE SOUTH AFRICAN MINING INDUSTRY

2.5.1 Overview of the South African Mining Sector

The South African mining industry has been the major driving force behind economic development and industrialization since the late 1800s in South Africa, having evolved from a colonial-era agricultural economy to an industrial economy due to the discovery of diamonds and gold (Gwaindepi & Fourie, 2020; Kirsanov, 2023; Kunychka, 2022; Nattrass, 1990).

This discovery promulgated South Africa into one of the world's largest producers of these minerals, establishing the nation as a global leader in global supply of gold, diamond and platinum (Habanabakize & Dickason-Koekemoer, 2023; Sourav & Ngang, 2022). Moreover, this attracted foreign direct investment (FDI) which resulted in rapid economic growth and the world's biggest mining organisations anchoring their enterprises in South Africa (Katz & Pietrobelli, 2018; Upadhyay et al., 2021).

Throughout the 20th century, South Africa continued being a key player in the global mining landscape, being a significant contributor to the country's GDP. This is supported by Nhlanguani & Mongale (2019) who found a positive relationship between mining and economic growth in South Africa. Furthermore, the mining sector contributed to diversification of the South African economy, sectors such as manufacturing, agriculture and financial services all owe their evolution and growth to the mining sector (World Bank Group, 2018). The 20th century saw South Africa cementing their position as a global leader in the mining landscape with production of coal, iron ore, manganese, platinum and zinc, increasing economic development and employment in South Africa (Bowman, 2018; Lumadi & Nyasha, 2024; Marais et al., 2020). This firmly established South Africa as an industrial economy in Africa.

However, this has not been without challenges, South Africa's long, complicated history of colonialization and apartheid in the mining industry has left a legacy of deep socio-economic inequalities, exclusion and labour unrest (World Bank Group, 2018). The mining industry has experienced a significant decline over the last four decades, from contributing over 20% to national GDP in the 1980s to 8% most recently (Ramdass et al., 2023). Post-apartheid policies aimed at bringing about

economic transformation to address these imbalances, such as Black Economic Empowerment (BEE), have been subject to much contestation. The aim of BEE was to promote inclusion of the black majority in decision making positions and more female representation in the sector (Bowman, 2019). However, existing literature argues mining organisations have undermined this legal framework evidenced by its limited impact and slow-paced transformation within the sector (Makgoba, 2019; Van & Rheede, 2022).

The decline in the mining sector is attributed several factors marked by rising operating costs, market volatility, labour unrest, resource depletion, increasingly stringent environmental regulations, growing global competition from emerging mineral producing countries such as Zambia, Australia and China, as well as macro-economic factors (Cole & Broadhurst, 2022; Hilson et al., 2019; Lumadi & Nyasha, 2024a; Mlambo, 2022; Sourav & Ngang, 2022). Moreover, automation has contributed to labour unrest, raising concerns to labour unions over the sectors ability to provide job security (Oppong, 2023; Visagie et al., 2020). In response, mining organisations have attempted to balance economic and social benefits through a shared value approach (Khubana et al., 2022).

Another challenge is the cyclical nature of the mining industry. The mining industry's economic position as a price taker makes it highly vulnerable to market volatility (Cahyani Pangestuti et al., 2022). In the South African context, during the global market downturn between 2015 and 2020, mining organisations had to scale down operations and in more severe cases shut down mining operations resulting in job losses and negatively impacting profitability (Sihombing et al., 2023; Zhang et al., 2022). These fluctuations add operational complexity to an already pressured sector to manage costs, deliver shareholder value, maintain efficiencies in an environment with increasing production costs and unionized labour calling for increased wages.

The South African mining sectors challenges of labour unrest have, for the most part, been centred around wage disputes and unsafe working conditions driven by the major unions representing mineworkers. This received international attention in 2012 when 34 mineworkers were killed by members of the South African Police Service (SAPS) during a strike which is now termed the Marikana massacre (De Kadt et al., 2021; Sil & Samuelson, 2018). The sector has since then, experienced frequent strike action, halting operations which negatively impacts operational efficiencies and profitability due to production stoppages.

In recent years, there has been a shift towards environmental sustainability practices in mining from the global community, while necessary, this puts additional financial pressure on mining companies already grappling with thinning margins, increased production costs and market volatility (Frederiksen & Banks, 2023; Mbedzi et al., 2020; Nyahuna & Swanepoel, 2022).

Increasingly stringent regulatory and environmental standards imposed on the mining sector has required an investment in greener technology from mining companies to achieve compliance and maintain their licenses to operate (Viljoen et al., 2022). The cost of this transition is expensive and requires mining companies to balance profitability with compliance, placing further financial pressure on companies battling with performance.

2.5.2 Role of Leadership in Addressing Challenges

Leadership plays a crucial role in an organisation as its responsible for setting the vision, mission and strategic direction of an organisation to identify, address and overcome challenges to achieve positive organisational outcomes (Deng et al., 2023; Gupta & Pandey, 2024; Uys & Webber-Youngman, 2019; Zulu et al., 2021). Furthermore, leadership is tasked with building organisational resilience to effectively navigate environmental dynamism. De Klerk & Swart (2023) argue that in the mining industry it consists of a balancing act of managing stakeholder interests and relationships, short-term profitability vs long-term sustainability, operational efficiency vs environmental responsibility and trade-offs in resource allocation. Uys & Weber-Youngman (2019) posits that the nature of challenges in modern day mining therefore calls for a deviation from traditional leadership styles to a new type of leaders who possess innovative skills and can adapt to complex problems.

With increasing operational complexity, scholars of organisational theory have called for leadership strategies that foster innovation and adaptability, improves employee engagement and employee morale, and promotes a culture of accountability and responsibility (Ani Marlia & Prima Lita, 2020; Hoch et al., 2018; Kaontole & Tajib, 2023; Korku & Kaya, 2023; Lin, 2023; Manyuchi & Sukdeo, 2021; Mbedzi et al., 2020; Nyahuna & Swanepoel, 2022; Schoemaker et al., 2018; Towsen et al., 2020). Uys & Weber-Youngman (2019) points out that the history of the mining industry has a culture of transactional leadership marked by a command and control which has lost

its effectiveness and requires a shift in thinking. To this end, some leadership styles that have gained attention in recent years include authentic leadership, visionary leadership, servant leadership and inclusive leadership. A study by Hoch et al. (2018) found that servant leadership was the most effective in explaining organisational performance outcomes. However, Marlia et al. (2020) argued that visionary leadership improves organisational effectiveness, employee motivation and engagement and innovation.

With the rise of these new leadership styles, some scholars caution that construct redundancy must be taken cognisance of. For example, Hoch et al.(2018) indicates there is significant redundancy between authentic and ethical leadership that points to their limited unique contributions as they correlate strongly with transformational leadership. This aligns with Banks et al. (2018) who found that moral and value-based leadership styles exhibit high correlations suggesting a significant degree of overlap. However, Deng et al.(2023) extended these findings by indicating that transformational leadership remains highly effective despite the emergence of new leadership styles as they do not provide significant incremental validity.

In addressing organisational challenges, leadership is most certainly pivotal in fostering innovation, adaptability and organisational resilience towards achieving organisational goals and providing a shared vision. Transformational leadership continues to stand out as an established, multi-dimensional framework and validated approach across varying sectors and economic contexts despite incremental contributions of new leadership styles (Deng et al., 2023; Hansbrough & Schyns, 2018; Indana et al., 2023; Kim, 2022; Ridwan et al., 2022). This informs this research's choice of transformational leadership, making it particularly suitable to analyse the complex challenges faced by organisations today.

2.6 SUMMARY AND SYNTHESIS OF LITERATURE

2.6.1 Synthesis of the Literature

The review on literature on transformational leadership within the mining sector, has demonstrated the critical role leadership plays in fostering organisational resilience and driving operational performance and adaptability. This is further supported by Deng et al. (2023) who posits that strong leadership is the driving force behind organisational effectiveness. The vision and mission of an organisation is carried by its leadership team and ultimately, its ability to survive and navigate environmental dynamism is a reflection of the effectiveness, adaptability and strategic foresight of its leaders.

The mining industry faces a multitude of challenges, particularly in South Africa, where production outputs have dropped significantly due to growing global competition (Zulu et al., 2021). These developments inspired this research's exploration for solutions to improve organisational and employee performance with a focus on transformational leadership as a potential strategy to drive innovation, improve productivity, organisational effectiveness and improve safety in a high-risk dynamic environment such as the mining industry.

i) Transformational Leadership Dimensions and Organisational Performance

Transformational leadership theory, developed by Burns (1978) and expanded & popularized by Bass (1993) posits four key dimensions: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. This study narrows the focus to three dimensions: intellectual stimulation, inspirational motivation, and individualised consideration. These dimensions have been proven to foster innovation, improve employee engagement & morale, and improve alignment with organisational goals (Korku & Kaya, 2023; Lin, 2023; Schoemaker et al., 2018).

For example, intellectual stimulation, which encourages creative problem-solving, aligns well with the innovation needs of the mining sector, where complex safety and sustainability issues are prevalent. Previous studies suggest that rigid, authoritarian leadership styles have often stifled the industry's adaptability to volatile global

markets (Uys & Webber-Youngman, 2019). Transformational leadership, offers a more engaging approach, fostering a proactive rather than reactive stance. This shift is particularly relevant in contexts with fluctuating commodity prices and regulatory pressures, where engaged, motivated employees are necessary for sustained performance (Kaontole & Tajib, 2023; Khan et al., 2022; Pancasila et al., 2020; Shi et al., 2020).

ii) Underpinnings: Resource-Based View and Dynamic Capabilities Theory

The Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) provide a robust theoretical foundation for understanding how the transformational leadership dimensions can be leveraged as a strategic asset for organisations to gain a competitive advantage. RBV theory states that if an organisation's resources are valuable, rare, inimitable, and non-substitutable (VRIN) then that organisation has a sustainable competitive advantage (Barney, 1991; Kosiol et al., 2023; Mansour et al., 2022; Vasudevan, 2021). Leadership, in this context represents an intangible yet potent resource that drives both employee engagement and performance outcomes. Scholars argue that in resource dependent sectors like mining, strong leadership is integral to unlocking employee performance potential, thus improving organisational capabilities and positioning (Badarai et al., 2023; Deng et al., 2023; Dinibutun, 2020; Jundi et al., 2019; Uhl-Bien & Arena, 2017).

The Dynamic Capabilities theory complements RBV with its focus on the ability of an organisation to adapt and reconfigure resources to meet changing market demands. The mining industry also known as a price taker, is susceptible to external market and currency pressures which are frequent and intense, therefore the DCT aligns well with transformational leadership's emphasis on adaptability (Haarhaus & Lienen, 2020; Judith & Edgar, 2024; Schoemaker et al., 2018; Uhl-Bien & Arena, 2017). Transformational leaders assist organisations by fostering a workforce that is resilient, innovative, and highly motivated which is critical resources when navigating environmental dynamism where market volatility and regulatory changes demand rapid and strategic responses (Gray et al., 2024; Grewatsch et al., 2023; Putra et al., 2021; Tolici, 2021).

iii) Justification of The Balanced Scorecard a measurement tool

With the rising focus on environmental sustainability, organisations have shifted beyond financial metrics to measure organisational effectiveness. Safety, productivity, regulatory compliance and operational efficiency are all key measures of organisational performance in complex sectors like mining. This requires a balanced approach that includes both financial and non-financial metrics.

The Balanced Scorecard (BSC), offers a comprehensive, multidimensional lens to measure organisational performance, consisting of four perspectives: the financial performance perspective, internal processes perspective, customer/client satisfaction perspective, and learning and growth perspective. In this study, the BSC serves as the tool to measure organisational performance which aligns well the mining sectors need for a comprehensive view of performance. Furthermore, the BSC also aligns with RBV and DCT theory and captures how organisations can drive long-term sustainable organisational performance improvements.

2.6.2 Gaps in Literature

While there is a wealth of literature on transformational leadership, studies specifically focused on the mediating and moderating variables within the transformational leadership dimensions within the South African mining industry remain limited. Existing literature primarily addresses the direct impacts without fully examining the nuanced mechanisms that are amplified or mitigated by other organisational and environmental factors in a high-risk, labour intensive sector like mining. Furthermore, scholars have called for regionanilised studies that examine the impact of leadership styles across varying cultural, socio-economic and regulatory environments (Gema Sasongko & Riduansyah Syafari, 2021; Gómez Romero et al., 2024). This research aims to address these gaps by investigating transformational leadership's impact on organisational performance in the South African mining industry, contributing empirical data to a largely under researched area.

2.7 CONCLUSION

The mining industry is a strategic industry for South Africa, providing jobs to over 500,000 people and contributing over 8% to the national GDP (Ramdass et al., 2023). Yet, over the last 50 years South Africa's production output has declined significantly, dropping from a peak 20% contribution to GDP (Nhlangwani & Mongale, 2019; Ramdass et al., 2023). This decline stems from intensified global competition, resource depletion and labour unrest, all of which negatively impacting productivity. In response, mining leadership must adopt innovative approaches to navigate environmental dynamism, positioning transformational leadership as a possible solution to address these pressing challenges.

3 RESEARCH QUESTIONS, HYPOTHESES AND CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

This chapter builds up on the literature presented in Chapter 2, presenting the research questions and hypothesized relationships between transformational leadership dimensions and organisational performance, structured around four primary hypotheses. These hypotheses are rooted in transformational leadership theory, examining how the transformational leadership dimensions of intellectual stimulation, inspirational motivation, and individualised consideration impact organisational performance in the South African mining industry. This chapter also synthesizes relevant literature, providing a foundation for the empirical analysis of these relationships and contributing to the understanding of how these dimensions influence organisational performance in the sector.

3.2 RESEARCH QUESTIONS

The research questions in this study are guided by this research. Each question is designed to explore the role of transformational leadership dimensions in driving organisational performance, building on established theories such as the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) as well as the Balanced Scorecard (BSC) framework for the measurement of organisational performance.

3.2.1 Research Question 1:

How does the transformational leadership dimension of intellectual stimulation affect organisational performance?

This question aims to identify the specific role of intellectual stimulation in delivering organisational performance outcomes. Intellectual stimulation encourages employees to think critically and creatively, potentially leading to process improvements and innovations (Khan et al., 2022).

3.2.2 Research Question 2:

In what ways does inspirational motivation influence organisational performance?

This question aims to investigate how inspirational motivation impacts organisational performance. Inspirational motivation involves articulating a vision that aligns employee efforts with organisational goals, potentially enhancing engagement and productivity (Komakech et al., 2021).

3.2.3 Research Question 3:

What effect does individualised consideration have on organisational performance?

This questions aim is to assess the impact of individualised consideration on organisational performance outcomes. By addressing employees' individual needs, this leadership dimension can foster employee satisfaction and retention, leading to long-term performance benefits (Alsayyed et al., 2020).

These research questions are supported by Gomez-Romero et al. (2024) calling for more regional studies due to the variability in leadership practices, across mining regions, influenced by economic and cultural nuances in leadership style. Furthermore, he argues the need for context specific research, this study aims to address that gap for the South African mining sector.

3.2.4 Research Question 4:

What is the overall impact of transformational leadership dimensions on organisational performance in the South African mining sector?

This question addresses the main hypothesis, exploring how transformational leadership as a construct influences organisational performance. Furthermore, it will provide deeper insight regarding its influence and the BSC framework is utilised to measure performance across financial, customer, internal business, and innovation perspectives, allowing for a comprehensive assessment. Studies consistently show that transformational leadership promotes high performance across various sectors by inspiring and engaging employees (Alsayyed et al., 2020). In the mining industry,

transformational leaders can foster a safety culture, promote innovation, and engage employees, ultimately improving safety, productivity and financial outcomes. Alsayyed et al. (2020) argues that transformational leadership drives organisational effectiveness by creating a conducive environment for employee commitment and continuous improvement. This research extends these findings to the South African mining industry, aiming to determine if similar positive impacts are evident in this unique context.

3.3 HYPOTHESES

The hypotheses for this study are as follows:

- **H1:** Transformational leadership dimensions have a significant positive effect on organizational performance (Alsayyed et al., 2020).

Supporting Research hypotheses:

Given the quantitative approach of this research, the following hypotheses will be tested:

- **H1a:** Intellectual stimulation has a significant positive effect on organizational performance (Khan et al., 2022).
- **H1b:** Inspirational motivation has a significant positive effect organizational performance (Komakech et al., 2021).
- **H1c:** Individualised consideration has a significant positive effect on organizational performance (Alsayyed et al., 2020).

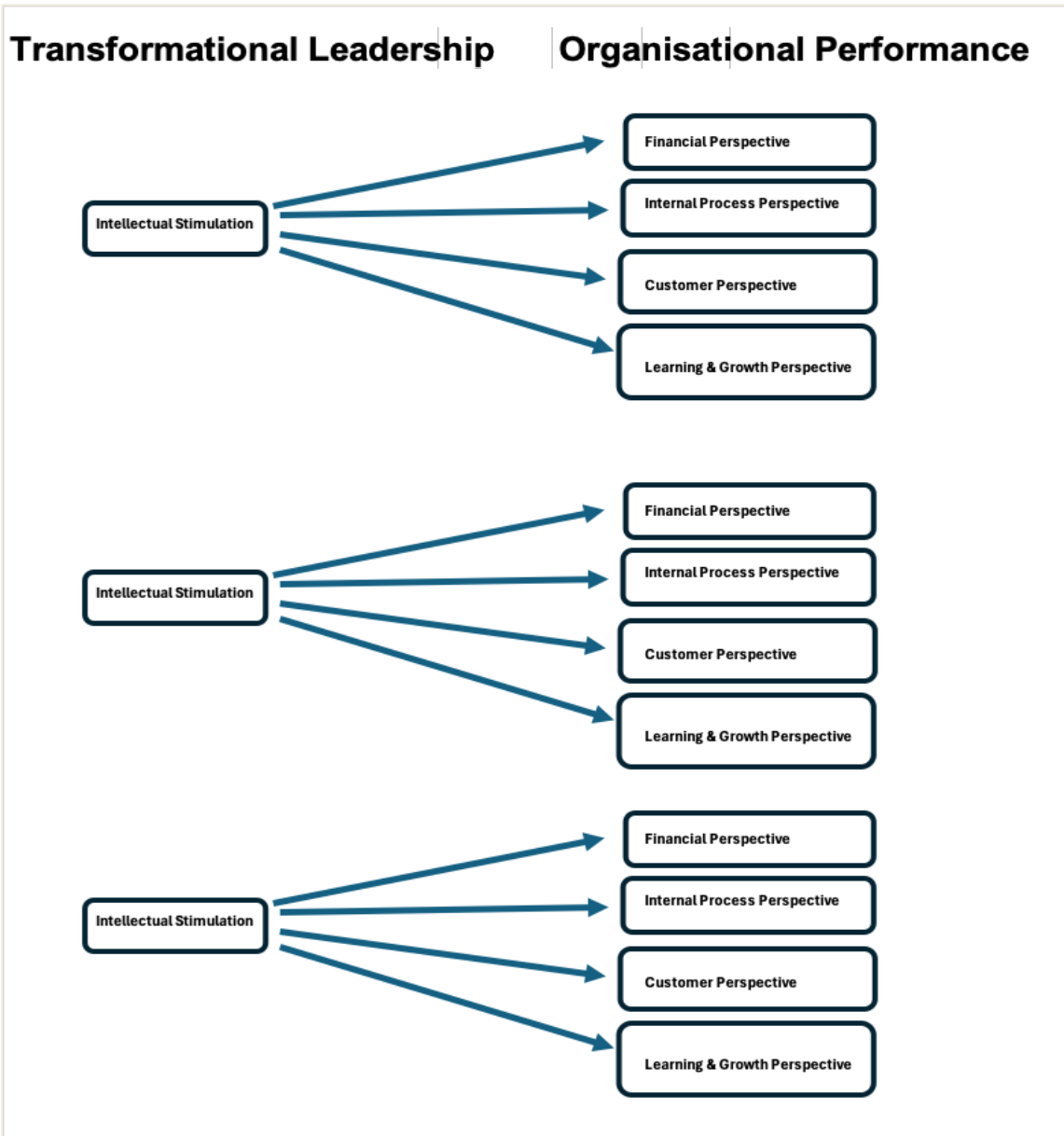
3.4 CONCEPTUAL FRAMEWORK

The conceptual framework for this study integrates the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) to explore the transformational leadership dimensions impact on organisational performance. RBV focuses on the role of intangible internal resources, such as leadership, in building competitive advantage while DCT, emphasizes the need for agility and adaptability in complex dynamic

environments, where leaders must continuously reconfigure resources to align with evolving market conditions (Haarhaus & Liening, 2020; Uhl-Bien & Arena, 2017).

By applying the Balanced Scorecard (BSC) as a tool to measure performance, this study provides a multidimensional perspective on how transformational leadership influences financial performance, customer satisfaction, internal process efficiency, and innovation as illustrated in Figure 1. The BSC framework aligns well with RBV by recognizing the value of internal resources while incorporating DCT’s focus on adaptability.

Figure 1: Conceptual Framework for this research



Source: Constructed by the Researcher (2024)

4 RESEARCH METHODOLOGY

4.1 INTRODUCTION

The purpose of the research design is to outline the overall plan and structure of the study. In this case, the purpose of the research design was to examine the relationship between the three selected transformational leadership dimensions and organisational performance in the South African mining sector. The research was conducted utilising the application of descriptive and explanatory research designs, since the study sought to articulate the relationship of the said transformational leadership dimensions and their influence on organisational performance in the South African mining sector. The limitations and time horizons of the study are presented at the end of this chapter.

4.2 RESEARCH METHODOLOGY AND DESIGN

There are different philosophical foundations, which include pragmatism, positivism, interpretivism, and critical theory (Smith, 2020). Given the relational nature of this research, focusing on the influence of transformational leadership dimensions on organisational performance, it was essential to adopt the tenants of a positivist research philosophy, which assisted in identifying the cause-and-effect associations between research variables as well as protecting the relationship between transformational leadership dimensions and organisational performance.

This research study adopted a quantitative approach which involves gathering numerical data for statistical analysis (Saunders et al., 2019). This assist in analyzing the effect of transformational leadership dimensions on organisational performance using numerical data which is necessary for testing the hypotheses and identifying patterns and significant relationships.

There are several methodological choices that incorporate the use of surveys, interviews, observations, or document analysis (Hays & McKibben, 2021). In relation to the current study, the researcher utilised a combination of surveys and existing financial performance data from organisations in the South African mining sector. Surveys were instrumental in gathering data on transformational leadership

dimensions of inspirational motivation, intellectual stimulation, and individualised consideration, while financial data provided information on organisational performance.

The scope of the research strategy included making decisions in relation to the research design, data collection, analysis, and interpretation. Given the quantitative nature of the research, a survey strategy was the most relevant in measuring the transformational leadership dimensions of inspirational motivation, intellectual stimulation, and individual consideration and analysing financial performance data of organisations in the South African mining sector. The use of a survey strategy enabled the researcher to conduct statistical analyses to determine the relationship between the variables.

4.3 POPULATION

The research population refers to the specific group or individuals that the study aims to investigate (Schindler & Cooper, 2022). Specifying the research population helps establish the scope and statistical inferences of the study's findings. In this study, the research population consisted of managers and young professional employees working in the South African mining sector. These employees belong to various mining organisations operating in the sector, such as mining divisions in investment banks, consulting companies (mining engineering focus) and mining companies. The researcher had access to this population through his professional networks and was therefore able to send questionnaires to the target sample population. The researcher sent 400 questionnaires to respondents in his network in the mining sector. In the mining industry, the researcher is part of the professional body South African Minerals and Metallurgy (SAIMM) which most of young professionals are a part of and therefore gained access to them. Furthermore, the researcher is also a member of the Black Management Forum (BMF) which provided access to respondents from the mining consulting firms.

4.4 UNIT OF ANALYSIS

In this study, the unit of analysis was specified for individual leaders and subordinates who represent mining divisions in investment banks, consulting companies (mining engineering focus) mining companies and multi-national organizations operating in South Africa. The selection of an appropriate unit of analysis was important as it determines the level at which relationships are examined and conclusions are drawn. The selection of organisational members to make up the unit of analysis was justified by the need for the research to develop a detailed appreciation of key dimensions of transformational leadership that include inspirational motivation, intellectual stimulation, and individualised consideration. These aspects could be better understood by involving people within the said sector, who are the key respondent to the study.

4.5 SAMPLING METHOD AND SIZE

The sampling method and size are crucial aspects of research design. It was essential for the study to select an appropriate sampling method to ensure that the sample was an accurate representation of the larger population (Lê & Schmid, 2022). In this study, a stratified random sampling technique was utilised. This technique involves dividing the population into different strata, such as different mining organisations or levels of employees, and then randomly selecting participants from each stratum.

The differences in the size and scope of firms in the mining industry in South Africa justified the application of a stratified random sampling technique. Identifying the specific population of interest was crucial for ensuring the study's relevance. The application of the stratified random sampling technique ensured that the sample included representatives from various mining industry institutions and levels within the South African mining sector. The application of a stratified random sampling method and determining the sample size played a pivotal role in ensuring the validity and generalizability of research results.

The sample size was determined based on statistical considerations, such as the desired level of confidence and effect size. The population of managers and young

professionals is between 3000 and 5000 for the mining sector in South Africa therefore the sample size was determined to consist of 400 individuals. Previous studies in this area of research have done this with a 38% response rate. In this research, the Yamanne formula was used in the mathematical determination of the sample size. A larger sample size generally increases the reliability of research results and reduces the chance of sampling errors. It was therefore imperative for the researcher to balance the sample size with practical considerations such as time, resources, and the feasibility of data collection.

4.6 DATA COLLECTION TOOL

In this study, measurement instruments were utilised to assess transformational leadership dimensions and organisational performance. Valid and reliable measurement instruments were applied to ensure accurate data collection. In this research, well-established scales such as the Multifactor Leadership Questionnaire (MLQ) which consist of items that assess various dimensions of transformational leadership, including idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration were utilised. A 5-point Likert scale of measurements was utilised to measure the dimensions of transformational leadership using the Multifactor Leadership Questionnaire.

On the other hand, objective indicators such as financial performance metrics, customer satisfaction ratings, and employee turnover rates were utilised to measure organisational performance. The choice of measurement instruments aligns with the research objectives and enhance the study's validity (Hair et al., 2019). It is important to acknowledge that the choice and implementation of these components may have practical limitations. For instance, constraints on time, resources, and access to participants may impact the ability to include the entire population or utilise a large sample size. The study carefully considered these constraints and made transparent justifications for their choices to enhance the study's overall relevance and reliability.

4.7 PILOT STUDY

A pilot study was sent to 10 respondents on WhatsApp to test comprehensibility of the questionnaire and to test its alignment with the research goals and objectives. Furthermore, the researcher took the questionnaire himself to assess working order and flow. The feedback received was positive and suggested only a few grammatical errors, these were addressed to ensure the final questionnaire was usable and comprehensible.

4.8 DATA GATHERING PROCESS

To gather the necessary data, a standardized and structured questionnaire was utilised. The researcher utilised his professional networks to gather data by distributing the questionnaire to 400 respondents from his SAIMM & BMF professional networks. Furthermore, the researcher will utilise his professional pages like LinkedIn to gather more responses. The initial stage in the data gathering process involved seeking the express informed consent of prospective respondents to the study (Bougie & Sekaran, 2019). The researcher generated the questionnaire, through the use of an electronic platform namely, Google Forms. This expedited the collection of data in real time since the electronic questionnaire was sent to the prospective respondents through a Google Forms link. The respondents gained access to the electronic questionnaire by simply clicking the link, which automatically redirected them to the online questionnaire. The questionnaire had the researcher's contact details and comprehensively explained that should they wish to withdraw from the study, they can contact the researcher at any time.

The questionnaire was designed in such a manner that it did not take more than 15 minutes to complete, and they could easily submit by clicking the submit button. The benefits provided by this data collection approach are that it is convenient for both the researcher and the respondents since respondents can answer the questionnaire at their own time, pace and place. For the researcher, it provided the opportunity to collect all the responses in real time, given that the researcher had access to the control panel where all the responses were received. Furthermore, this data will be stored for a period of 10 years by the researcher.

4.9 DATA ANALYSIS APPROACH

The scope of data analysis in this study incorporated the use of several statistical techniques, namely descriptive statistics, correlation, and regression tests.

4.9.1 Data Screening and Cleaning

To maintain the study's focus, a targeted approach was utilised. This was achieved by sharing the questionnaire exclusively with members in the researchers' professional networks in the mining sector. This ensured that all the respondents had the relevant experience within the mining industry, aligning closely with the research's objectives. As a result of this, no data cleaning was required providing a high-quality dataset that represents the perspectives of mining industry professionals.

4.9.2 Descriptive Statistics

Descriptive statistics were used to provide a summary of the collected data, allowing the researcher to describe and interpret the main characteristics of inspirational motivation, intellectual stimulation, and individual considerations as key dimensions of transformational leadership as well as organisational performance. This approach to data analysis helps in understanding the distribution, central tendency, and variability of the data (Flick, 2022). Moreover, these summary statistics served as a foundational step, assisting in the clarification of the basic properties of the data before moving on to more complex analyses.

4.9.3 Inferential Statistics and Hypothesis Testing

Inferential statistics were used to draw conclusions about the population based on the sample data (Hallgren, 2018). To investigate the relationships between the transformational leadership dimensions and organisational performance, the hypothesis was tested using multiple regression analyses and ANOVA (Analysis of Variance). Each hypothesis was tested to assess its significance in relation to

organisational performance. This approach enabled the study to provide evidence either supporting or refuting the proposed hypotheses, contributing to a deeper understanding of transformational leadership's impact in the mining sector.

4.9.4 Correlation Matrix

A correlation analysis was employed to examine the relationships between inspirational motivation, intellectual stimulation, and individual considerations as key dimensions of transformational leadership and organisational performance. The use of the Pearson correlation coefficient helped identify the strength and direction of the associations between transformational leadership and organisational performance in the South African mining sector. By analysing the correlation coefficients, destiny was able to determine if there was a significant relationship between inspirational motivation, intellectual stimulation, and individualised considerations as key dimensions of transformational leadership and organisational performance.

4.9.5 Multiple Regression Analysis

A multiple regression analysis was utilised to examine the combined effect of inspirational motivation, intellectual stimulation, and individualised considerations as key dimensions of transformational leadership on organisational performance. This technique allowed the study to assess the influence of multiple independent variables (inspirational motivation, intellectual stimulation, and individualised considerations) on a single dependent variable (organisational performance in the mining sector in South Africa). It also assisted in determining the relative importance of each component of transformational leadership in predicting organisational performance.

4.9.6 Statistical Software

The researcher conducted the data analysis for this study using statistical software, such as SPSS (Statistical Package for the Social Sciences). The software facilitated efficient and accurate calculations for descriptive and inferential statistics, correlation

matrices, and multiple regression analysis. Moreover, using IBM's SPSS software contributed to the overall validity of the study's analysis, ensuring that the findings were both accurate and meaningful.

4.10 QUALITY CONTROLS

Throughout the research process, quality control measures were implemented to ensure the reliability and validity of the findings (Flick, 2022). These measures will include pilot testing the questionnaire. This will provide assurance that the questionnaire will indeed collect the data that it is intended to collect in terms of consistency, relevancy, and validity of the questions with respect to the information being sought (Hays & McKibben, 2021). Another quality assurance approach will involve conducting data quality checks and adhering to ethical guidelines during data collection.

Given the social nature of this research, the validity of the results will be based on the application of acceptable research ethical principles in the collection and the involvement of people in the collection of data (Bergh, 2021). It stands to reason that the data will be collected through the use of methods that do not incorporate the application of deception. By implementing these quality control measures, the study will aim to enhance the credibility and accuracy of the study's results.

4.10.1 Reliability

The Cronbach alpha coefficient is an important statistic for determining the internal consistency across a number of items in a survey instrument (Izah et al., 2024). The questionnaire utilised demonstrated substantial reliability by obtaining a Cronbach alpha value of 0,85 (cut-off number is 0,70). This high level of internal consistency of the data justifies future use (Taber, 2018). Thus, the questionnaire serves as a reliable tool for future research within this domain

4.10.2 Validity

The researcher established the validity of the assessment items using multiple methods to ensure the scales used in the study captured the targets to be measured effectively. Theoretical validity was achieved through an extensive literature review of high-ranking journals, rooting the study's framework in established theories. Construct, content and criterion-validity were achieved by carefully aligning items to ensure that each item meaningfully represented the dimensions of transformational leadership and organisational performance. This multi-faceted approach contributed to strengthening the reliability of the study's measurements, providing a solid foundation for the empirical analyses that followed.

4.10.3 Factor Analysis

To ensure the structural validity, an Exploratory Factor Analysis (EFA) was utilised. The EFA is a statistical paradigm used to identify underlying structures of a big set of variables and assists in determining the number of latent constructs and relationships between measured variables (Watkins, 2018). The KMO measure evaluated the appropriateness of the sample size and Bartlett's test of sphericity assessed whether the correlations among research items were high enough to apply EFA. In combination, these tests established the suitability of the data for factor analysis, thus increasing the test construct validity.

4.11 RESEARCH ETHICS

Prior to commencing data collection, the researcher obtained ethical clearance from the Gordon Institute of Business Science (GIBS) Ethics Committee (see supporting documents). The consent form, which formed part of the questionnaire provided in [Appendix 2](#), was emphasized as part of the introduction on the questionnaire, highlighting to all participants, their right to withdraw at any time and assuring them of the confidentiality and anonymity of their responses. Each participant had to accept before being able to continue as acknowledgment of these assurances.

4.11.1 Ensuring Consent

Participation in this study was voluntary and all information was provided to the participants prior to completing the questionnaire.

4.12 RESEARCH LIMITATIONS

The methodology recognizes the limitations of the mono method quantitative study over a more reliable methods such as the mixed method. Time can be noted as a primary driver for the choice of method due to the duration of the study.

4.12.1 Research Biases

It is important to note that biases exist when collecting data. The ones most relevant to the study are selection bias and response bias. To mitigate selection bias, stratified sampling was employed to ensure the data is representative of all levels and sectors pertinent to the study.

4.13 TIME HORIZON

A time horizon refers to the duration or time frame within which a study is conducted. It is important to determine the appropriate time horizon for the study to ensure data collection and analysis are feasible within the given time constraints (Bergh, 2021). Research literature stipulates that there are two main time horizons that include a cross-sectional study and a longitudinal study. This research was based on the application of a cross-sectional study. Given the limited time available to complete the study, the time horizon was determined by the availability of financial performance data and the time required to gather survey responses from participants.

5 RESULTS

5.1 INTRODUCTION

This chapter is a presentation of the results of the study undertaken as outlined in Chapter 4. This chapter presents the survey response rates, followed by a detailed exploration of respondent demographics and their beliefs across the core components of this study. Finally, the chapter culminates in the presentation of compelling inferential statistics, including correlation and multiple regression analyses, which illuminate the relationships between key variables and provide powerful insights into the impact of transformational leadership dimensions on organisational performance in the South African mining sector.

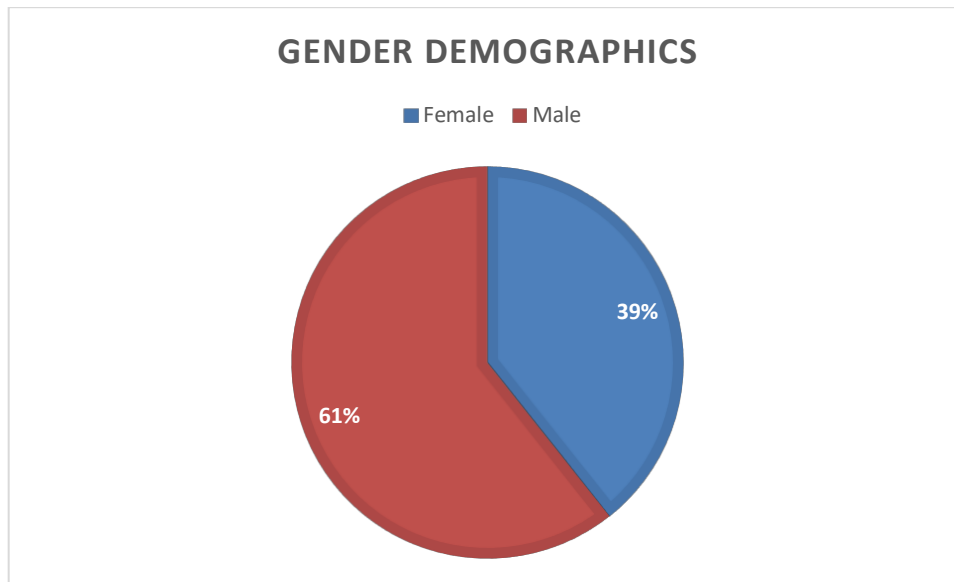
5.2 SURVEY RESPONSE RATE

The online survey was distributed across several WhatsApp social media groups during the course of August 2024. The researcher made extensive use of their personal networks to ensure that the online survey was made available to as many potential respondents across the mining sector of South Africa. A total of 211 fully completed responses were received after cleaning out incomplete responses. The demographic results for the fully completed responses are presented in the next section.

5.3 GENDER DEMOGRAPHICS

The gender distribution of respondents is illustrated in Figure 2, with male respondent constituting a predominant portion, specifically 61%.

Figure 2 - Gender Demographics

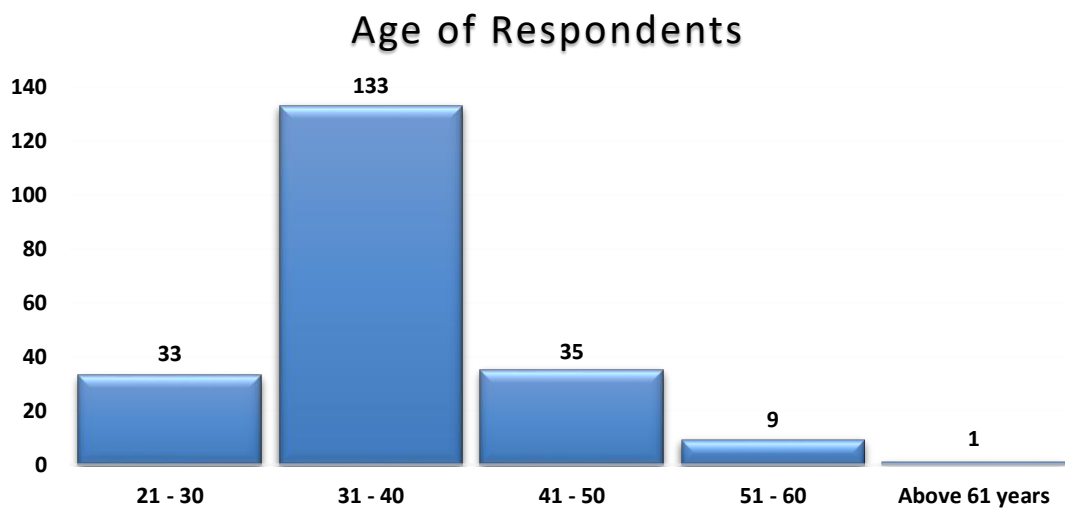


This distribution provides a clear view of the participant pool demographics and highlights the predominant representation of male respondents within the dataset.

5.4 AGE OF RESPONDENTS

The age distribution of respondents is illustrated in Figure 3, showing that majority of the respondents fall within the 31–40 age range representing 63% of total responses. Other age groups are represented to a lesser extent, with participants aged 21–30 and 41–50 comprising smaller portions of the participant pool, while the age categories 51–60 and 60+ are minimally represented.

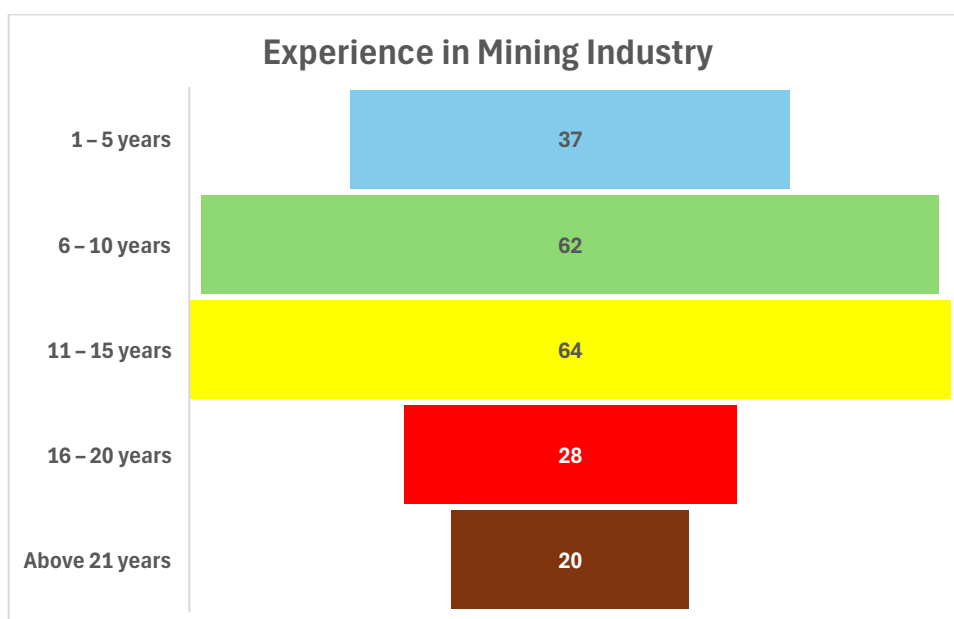
Figure 3: Age of Respondents



5.5 WORK EXPERIENCE IN THE MINING SECTOR

The distribution of respondent's experience within the mining industry is illustrated in Figure 4 showing an almost an even split between those with over 10 years of experience (53%) and those with less than 10 years of experience (47%). The largest group, comprising 64 respondents, has 11–15 years of experience, highlighting a concentration of mid-level experience amongst the participant pool.

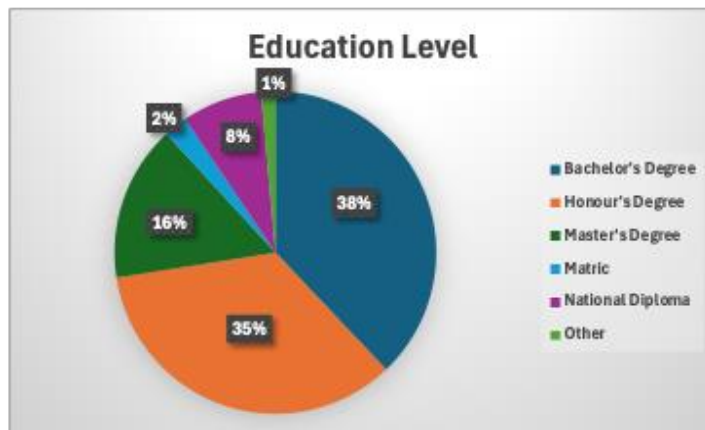
Figure 4: Level of Work Experience



5.6 LEVEL OF EDUCATION OF RESPONDENTS

The level of education of respondents is illustrated in Figure 5, showing that the majority of respondents (88%) hold at least a bachelor's degree, highlighting a strong prevalence of tertiary education qualifications amongst the participant pool.

Figure 5: Education Level



5.7 WORK AREA CLASSIFICATION

The classification of respondents' work areas is illustrated in Figure 6, showing that the majority of respondents (61%), are engaged in operational roles highlighting a strong representation of individuals working in operational capacities within the sample.

Figure 6: Work Area Classification



5.8 SECTION B: DESCRIPTIVE STATISTICS

This section presents the descriptive results of the research constructs providing a comprehensive summary that allows for a clearer understanding of the perceptions of the respondents who participated in the study.

5.8.1 Inspirational Motivation

The descriptive statistics for the items within the inspirational motivation construct are presented on **Table 1** showing the respondents perceptions of their leaders' motivational qualities. The responses show that on average, the participants view their leaders as demonstrating confidence in achieving goals (3.71), setting high expectations (3.71), actively articulating a compelling vision for the future (3.47) and engaging with optimism about future outcomes (3.48). The standard deviations and mean values provide a quantitative snapshot into the consistency and strength of the respondents' views demonstrating that inspirational motivation is a prevalent quality among leaders in the study's context.

Table 1: Inspirational Motivation

Descriptive Statistics		My leader articulates a compelling vision of the future	My leader communicates high expectations	My leader talks optimistically about the future	My leader expresses confidence that goals will be achieved
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		3.48	3.71	3.47	3.71
Median		4.00	4.00	4.00	4.00
Mode		4	4	3	4
Std. Deviation		1.071	1.031	1.092	1.077
Skewness		-.591	-.737	-.364	-.512
Kurtosis		-.206	.253	-.425	-.475

These aspects are a reflection of the inspirational motivation dimension of transformational leadership, highlighting the leader's role in cultivating enthusiasm and promoting a unified shared vision among team members.

5.8.2 Intellectual Stimulation

The descriptive statistics for the items within the intellectual stimulation construct are presented on **Table 2**, illustrating the respondents' perceptions of their leaders' ability to stimulate innovative and critical thinking. The responses show that on average, the participants view their leaders as promoting non-traditional thinking when addressing challenges (3.35), encouraging them to approach challenges from multiple angles (3.46), seeking different perspectives when solving problems (3.33), and re-examining critical assumptions (3.29). The standard deviations and mean values provide insight into the extent to which intellectual stimulation is practiced among leaders, highlighting its significance and impact in the context of this study.

Table 2: Intellectual Stimulation

Descriptive Statistics		My leader re-examines critical assumptions to question whether they are appropriate	My leader seeks differing perspectives when solving problems	My leader encourages non-traditional thinking to deal with traditional problems	My leader gets me to look at problems from many different angles
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		3.29	3.33	3.35	3.46
Median		3.00	3.00	3.00	4.00
Mode		4	4	3	4
Std. Deviation		1.138	1.180	1.113	1.151
Skewness		-.323	-.273	-.247	-.401
Kurtosis		-.656	-.782	-.557	-.626

These aspects are a reflection of the intellectual stimulation dimension of transformational leadership, highlighting the leader's role in building a culture of innovation and adaptability among team members.

5.8.3 Individualised Consideration

The descriptive statistics for the items within the individualised consideration construct are presented on **Table 3**, showing the respondents' perceptions of their leaders' attention to individual needs and personal development. The responses show that on average, the participants view their leaders as assisting and aiding them to develop their strengths (3.20), treating them as individuals rather than just another group member (3.29), recognizing their different individual needs, abilities and aspirations (3.22). However, respondents disagreed that leader spend time teaching and coaching (2.95). The standard deviations and mean values provide insight into the consistency and strength of respondents' views, highlighting the presence and impact of individualised consideration among leaders in the context of this study.

Table 3: Individualised Consideration

Descriptive Statistics		My leader spends time teaching and coaching	My leader treats me as an individual rather than just as a member of a group	My leader considers me as having different needs, abilities, and aspirations from others	My leader helps me to develop my strengths
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		2.95	3.29	3.22	3.20
Median		3.00	3.00	3.00	3.00
Mode		3	3 ^a	3	4
Std. Deviation		1.288	1.246	1.204	1.301
Skewness		-.024	-.260	-.173	-.244
Kurtosis		-1.048	-.900	-.826	-1.020
a. Multiple modes exist. The smallest value is shown					

These aspects are a reflection of the individualised consideration dimension of transformational leadership, highlighting the leader's role in building personalized support and growth among team members.

5.9 SECTION C: ORGANISATIONAL PERFORMANCE

This section provides a comprehensive view of organisational performance across multiple dimensions, exploring both financial and non-financial indicators for a balanced evaluation. Each perspective of the Balanced Scorecard (BSC) is examined to ascertain how it contributes to organisational performance and thoroughly considering the broader impacts of leadership on organisational effectiveness.

5.9.1 Financial Performance

The descriptive statistics for the items within the financial performance construct of the Balanced Scorecard are presented on **Table 4**, illustrating the respondents' perceptions of the financial performance of the organisations they work for. The responses show that on average, the participants believe their organisations effectively manage costs and resources (3.27), have seen an improvement in profitability over the last year (3.32) and believe their organisations have experienced growth in revenue over the past year (3.31). The standard deviations and mean values provide insight into the consistency and strength of respondents' views, highlighting financial performance as key indicator of organisational performance in the context of this study.

Table 4: Financial Performance

Descriptive Statistics		Our organization has experienced growth in revenue over the past year	Our organization has seen an improvement in profitability over the past year	Our organization effectively manages its costs and resources
N	Valid	211	211	211
	Missing	0	0	0
Mean		3.31	3.32	3.27
Median		3.00	3.00	3.00
Mode		4	3	4
Std. Deviation		1.300	1.316	1.201
Skewness		-.300	-.224	-.325
Kurtosis		-1.020	-1.067	-.726

These aspects collectively represent the financial performance perspective of the Balanced Scorecard framework, highlighting the perceived economic health and resource efficiency of their organisations.

5.9.2 Operational Performance

The descriptive statistics for the items within the internal process construct focusing on operational performance of the Balanced Scorecard are presented on **Table 5**, illustrating the respondents' perceptions on the process improvements and operational efficiencies of the organisations they work for. The responses indicate that on average, the participants believe their organisations continuously improve processes and procedures (3.51), improved operational efficiency (3.18) and effectively met production targets and deadlines (3.17). The standard deviations and mean values provide insight into the consistency and strength of respondents' views, demonstrating operational performance as key indicator in the context of this study.

Table 5: Operational Performance

Descriptive Statistics		Our organization has improved its operational efficiency over the past year	Our organization effectively meets its production targets and deadlines	Our organization continuously improves its processes and procedures
N	Valid	211	211	211
	Missing	0	0	0
Mean		3.18	3.17	3.51
Median		3.00	3.00	4.00
Mode		3	3	4
Std. Deviation		1.194	1.094	1.053
Skewness		-.183	-.202	-.464
Kurtosis		-.826	-.619	-.226

These aspects collectively represent the internal process perspective of the Balanced Scorecard framework, highlighting the organisations commitment to achieving high standards in productivity and process optimization.

5.9.3 Employee Performance

The descriptive statistics for the items within the learning & growth construct focusing on employee performance of the Balanced Scorecard are presented on **Table 6**. The responses indicate that on average, the participants view employees within their organisations as not satisfied with their jobs (2.76), their organisations have a high turnover rate (2.65) and employees are not highly motivated & have low levels of engagement (2.88). The standard deviations and mean values provide insight into the consistency and intensity of these perceptions, demonstrating employee performance as a critical area for improvement in the context of this study.

Table 6: Employee Performance

Descriptive Statistics		Employees in our organization are highly motivated and engaged	Our organization has a low turnover rate	Employees in our organization are satisfied with their jobs
N	Valid	211	211	211
	Missing	0	0	0
Mean		2.88	2.65	2.76
Median		3.00	3.00	3.00
Mode		3	3	3
Std. Deviation		1.113	1.238	1.056
Skewness		.006	.177	.071
Kurtosis		-.698	-.966	-.478

These aspects collectively represent the learning & growth perspective of the Balanced Scorecard framework, providing insight into the human capital aspect of organisational performance.

5.9.4 Client/Customer Satisfaction

The descriptive statistics for the items within the client/customer satisfaction construct of the Balanced Scorecard are presented on **Table 7**. The responses indicate that on average, the participants view their organisations as effectively addressing customer/client complaints (3.51), receiving positive feedback from customers and clients (3.39), and as effectively meeting and exceeding customer/client expectations (3.34). The standard deviations and mean values provide insight into the consistency and strength of these views, indicating that customer/client satisfaction is a priority from the perspective of the respondents in the context of this study.

Table 7: Client/Customer Satisfaction

Descriptive		Our organization meets or exceeds customer/client expectations	Our organization receives positive feedback from customers/clients	Our organization effectively addresses customer/client complaints and issues
N	Valid	211	211	211
	Missing	0	0	0
Mean		3.34	3.39	3.51
Median		3.00	3.00	4.00
Mode		4	3	4
Std. Deviation		1.077	1.065	1.071
Skewness		-.368	-.231	-.395
Kurtosis		-.427	-.545	-.426

These aspects collectively represent the customer/client satisfaction perspective of the Balanced Scorecard framework, demonstrating the importance of fostering and maintaining positive & strong customer relationships in achieving good organisational performance.

5.10 SECTION D: LEADERSHIP TRAITS

This section presents the descriptive statistics of respondents' self-assessment of their own leadership traits. This section was included in addition to examining organisational performance to gain insights into how individuals within the mining sector view their own leadership traits, qualities and behaviors. By analyzing these responses, this study aims to understand the extent to which respondents identify with transformational leadership characteristics and alignment with organisational goals. This self-reflective component provides a nuanced view on leadership tendencies within the sample, adding another layer to the overall understanding of leadership's impact on organisational performance.

5.10.1 Inspirational Management

This section illustrated in **Table 8** aimed to capture respondents' reflections on their own capabilities and tendencies in guiding and motivating others. The mean scores and standard deviations across these items reflect a strong self-perception that aligns with the core aspects of transformational leadership in fostering a shared vision and inspiring others to re-evaluate conventional approaches. However, caution should be exercised when interpreting the results as self-perceptions are inherently subjective and may not fully capture the actual influence of leadership traits on organisational performance. This self-assessment contributes to a deeper understanding of leadership dynamics within the context of this study.

Table 8: Inspirational Management

Descriptive Statistics		I express with few simple words what we could and should do	I provide appealing images about what we can do	I get others to rethink ideas that they have never questioned before	I enable others to think about old problems in new ways
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		3.61	3.72	3.91	4.00
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		.884	.848	.817	.787
Skewness		-.739	-.366	-.459	-.592
Kurtosis		.785	.074	-.195	.153

5.10.2 Individualised Management

Similarly, as illustrated in **Table 9** respondents' self-reflections on how they provide personalized support, recognize their teams' achievements and promote development within their teams were significantly high across all items. This self-reflection adds depth to the understanding of leadership dynamics by showing how respondents perceive what their roles are, in fostering an inclusive and growth-oriented environment within their organisations.

Table 9: Individualised Management

Descriptive Statistics		I give personal attention to others who seem rejected	I help others develop themselves	I provide recognition when others reach their goals	I call attention to what others can get for what they accomplish
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		4.01	4.14	4.17	3.92
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		.831	.749	.786	.813
Skewness		-.530	-.651	-.608	-.450
Kurtosis		-.036	.261	-.287	.052

5.11 CONSTRUCT VALIDITY

Table 10 summarises the construct validity factor analysis results.

Table 10: Construct Validity

Construct Validity	KMO Statistic	Explained Variation	No. of Significant Factor Loadings
Inspirational Motivation	0.840	70.29%	4
Intellectual Stimulation	0.821	66.88%	4
Individualised Consideration	0.801	67.06%	4
Financial Performance	0.638	68.99%	3
Operational Performance	0.698	57.66%	3
Employee Performance	0.659	57.60%	3
Client/Customer Satisfaction	0.743	80.05%	3
Inspirational Management	0.682	41.34%	4
Individualised Management	0.787	54.46%	4

Table 10 provides strong evidence for the validity of our research constructs. The results of our factor analysis indicate that the constructs effectively capture the underlying concepts they are intended to measure. Specifically, the factors explained a substantial proportion of the variance in the individual items, ranging from 40% to 80%. This demonstrates the constructs' ability to condense and represent the information contained in the individual items. Moreover, all factor loadings were statistically significant, confirming the strong relationship between the items and their corresponding constructs. The detailed validity results can be found in **Appendix 3**.

5.12 CONSTRUCT RELIABILITY

Table 11 summarises the construct reliability Cronbach alpha results.

Table 11: Construct Reliability

Construct Reliability	Cronbach Alpha	No. of Items
Inspirational Motivation	0.904	4
Intellectual Stimulation	0.889	4
Individualised Consideration	0.888	4
Financial Performance	0.846	3
Operational Performance	0.799	3
Employee Performance	0.778	3
Client/Customer Satisfaction	0.922	3
Inspirational Management	0.714	4
Individualised Management	0.823	4

Table 11 presents the reliability analysis of our research constructs, demonstrating strong internal consistency. All Cronbach's Alpha values were above 0.7, exceeding the commonly accepted threshold for reliable measures. To optimize the reliability and validity of our constructs, certain items that negatively impacted these measures were removed. The remaining valid and reliable items were then used to create the composite variables for subsequent hypothesis testing, which will be detailed in the next section.

5.13 SECTION D: HYPOTHESIS TESTING

Rigorous hypothesis testing relies on meeting certain statistical assumptions. Therefore, before proceeding with the main analysis, preliminary checks were conducted to ensure the validity of the results. This involved examining the distribution of the composite variables to assess normality, a key assumption for many statistical tests.

5.13.1 Assessing Normality

The process of assessing normality involves examining the distribution of the composite variables to assess normality, a key assumption for many statistical tests

Table 12: Hypothesis Testing: Transformational Leadership

		Inspirational Motivation	Intellectual Stimulation	Individualised Consideration	Financial Performance	Operational Performance
N	Valid	211	211	211	211	211
	Missing	0	0	0	0	0
Mean		3.5948	3.3578	3.1659	3.2971	3.2842
Median		3.7500	3.5000	3.2500	3.3300	3.3300
Mode		4.00	3.75	3.00	4.00	4.00
Std. Deviation		.94107	.99249	1.09097	1.11408	.94179
Skewness		-.543	-.373	-.180	-.249	-.122
Kurtosis		-.311	-.545	-.737	-.871	-.598

Table 13: Hypothesis Testing: Organisational Performance

		Employee Performance	Customer Satisfaction	Inspirational Management	Individualised Management
N	Valid	211	211	211	211
	Missing	0	0	0	0
Mean		2.7644	3.4124	3.8081	4.0628
Median		2.6700	3.3300	3.7500	4.0000
Mode		2.33	4.00	3.75	4.00
Std. Deviation		.94726	.99568	.61228	.64265
Skewness		.168	-.354	-.270	-.299
Kurtosis		-.329	-.468	-.336	-.599

Table 12 and **Table 13** highlight that the distribution of all composite variables is approximately normal with the skewness and kurtosis within the acceptable bands of -2 and +2. There were no outliers detected to bring the skewness and kurtosis; hence, these statistics are within the acceptable range indicative of a normal distribution.

5.13.2 Assessing Linear Relationships

The relationships between the variables were explored using correlation analysis to confirm the presence of linear relationships, a prerequisite for certain statistical techniques employed in the study.

Table 14 presents the correlation results below.

Table 14: Correlation Results

		Inspirational Motivation	Intellectual Stimulation	Individualised Consideration	Financial Performance	Operational Performance	Employee Performance	Customer Satisfaction
Inspirational Motivation	Correlation	1	.719**	.693**	.264**	.331**	.364**	.388**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	211	211	211	211	211	211	211
Intellectual Stimulation	Correlation	.719**	1	.803**	.196**	.364**	.478**	.410**
	Sig. (2-tailed)	.000		.000	.004	.000	.000	.000
	N	211	211	211	211	211	211	211
Individualised Consideration	Correlation	.693**	.803**	1	.236**	.362**	.491**	.397**
	Sig. (2-tailed)	.000	.000		.001	.000	.000	.000
	N	211	211	211	211	211	211	211
Financial Performance	Correlation	.264**	.196**	.236**	1	.789**	.571**	.517**
	Sig. (2-tailed)	.000	.004	.001		.000	.000	.000
	N	211	211	211	211	211	211	211
Operational Performance	Correlation	.331**	.364**	.362**	.789**	1	.687**	.678**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	211	211	211	211	211	211	211
Employee Performance	Correlation	.364**	.478**	.491**	.571**	.687**	1	.615**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	211	211	211	211	211	211	211
Customer Satisfaction	Correlation	.388**	.410**	.397**	.517**	.678**	.615**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	211	211	211	211	211	211	211

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

The correlation analysis, summarized in the correlation table, revealed the presence of linear relationships between the variables. This finding is crucial as it satisfies a key assumption for the subsequent regression analyses. With this assumption met, the study can now proceed to test the hypotheses using a series of multiple regression models, the results of which are presented next.

5.13.3 Hypothesis 1a Results: Intellectual Stimulation

Figure 7 shows the model for the intellectual stimulation construct. Each dependent variable that makes up organisational performance will be tested through the process of multiple regression.

Figure 7: Intellectual Stimulation Model

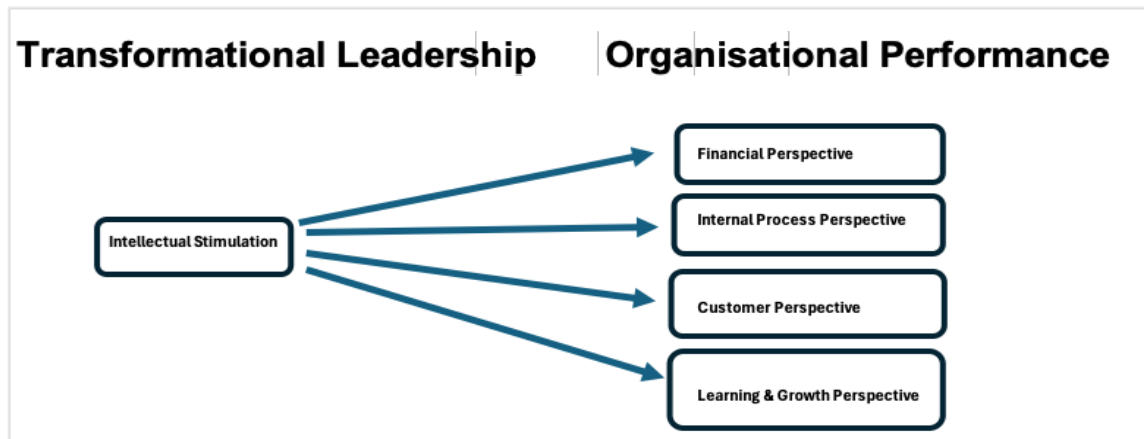


Figure 7 highlights the relationships that were tested between intellectual stimulation and organisational performance as part of the first hypothesis. The detailed model summary, model fit and regression results can be found in [Appendix 6](#).

5.13.3.1 Financial Performance

The regression model reveals that the independent variable of intellectual stimulation does not have a significant β coefficient of -0.083 with a corresponding p-value > 0.05. This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between intellectual stimulation and financial performance.

5.13.3.2 Operational Performance

The regression model reveals that the independent variable of intellectual stimulation does not have a significant β coefficient of 0.157 with a corresponding p-value > 0.05. This is insufficient evidence to reject the null hypothesis, and it can be

concluded that there is no relationship between intellectual stimulation and operational performance.

5.13.3.3 Employee Performance

The regression model reveals that the independent variable of intellectual stimulation does have a significant β coefficient of 0.250 with a corresponding p-value < 0.05 . This is sufficient evidence to reject the null hypothesis, and it can be concluded that there is a positive relationship between intellectual stimulation and employee performance.

5.13.3.4 Client/Customer Satisfaction

The regression model reveals that the independent variable of intellectual stimulation does not have a significant β coefficients of 0.183 with a corresponding p-value > 0.05 . This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between intellectual stimulation and client/customer satisfaction.

5.13.3.5 Transformational Leadership

The intellectual stimulation component of transformation leadership was found to exhibit a relationship with only employee performance. This lends only partial support to the primary hypothesis that transformational leadership dimensions have a significant positive effect on organizational performance.

5.13.4 Hypothesis 1b Results: Inspirational Motivation

Figure 8 shows the model for the intellectual stimulation construct. Each dependent variable that makes up organisational performance will be tested through the process of multiple regression.

Figure 8: Inspirational Motivation Model

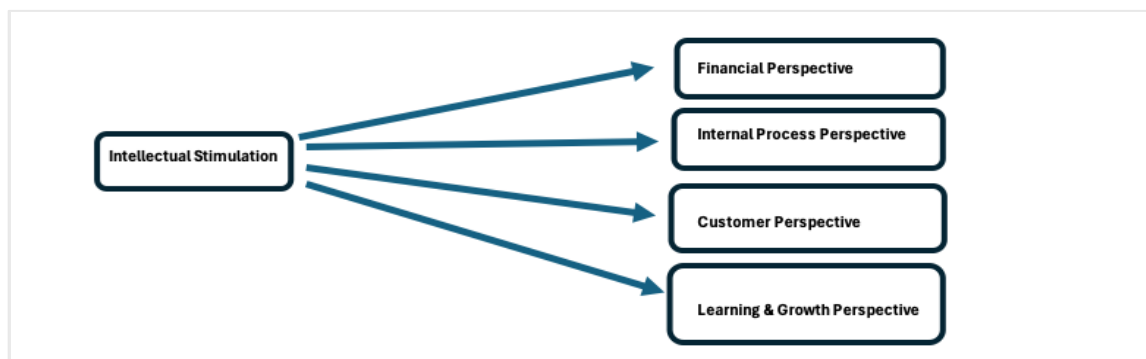


Figure 8 highlights the relationships that were tested between inspirational motivation and organisational performance as part of the first hypothesis. The detailed model summary, model fit and regression results can be found in **Appendix 6**.

5.13.4.1 Financial Performance

The regression model reveals that the independent variable of inspirational motivation does have a significant β coefficient of 0.218 with a corresponding p-value < 0.05 . This is sufficient evidence to reject the null hypothesis, and it can be concluded that there is a positive relationship between inspirational motivation and financial performance.

5.13.4.2 Operational Performance

The regression model reveals that the independent variable inspirational motivation does not have a significant β coefficient of 0.105 with a corresponding p-value $>$

0.05. This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between inspirational motivation and operational performance.

5.13.4.3 Employee Performance

The regression model reveals that the independent variable inspirational motivation does not have a significant β coefficient of -0.033 with a corresponding p-value > 0.05. This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between inspirational motivation and employee performance.

5.13.4.4 Client/Customer Satisfaction

The regression model reveals that the independent variable of inspirational motivation does not have a significant β coefficients of 0.159 with a corresponding p-value > 0.05. This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between inspirational motivation and client/customer satisfaction.

5.13.4.5 Transformational Leadership

The inspirational motivation component of transformation leadership was found to exhibit a relationship with only financial performance. This lends only partial support to the primary hypothesis that transformational leadership dimensions have a significant positive effect on organizational performance.

5.13.5 Hypothesis 1c Results: Individualized Consideration

Figure 9 shows the model for the individualized consideration construct. Each dependent variable that makes up organisational performance will be tested through the process of multiple regression.

Figure 9: Individualized Consideration Model

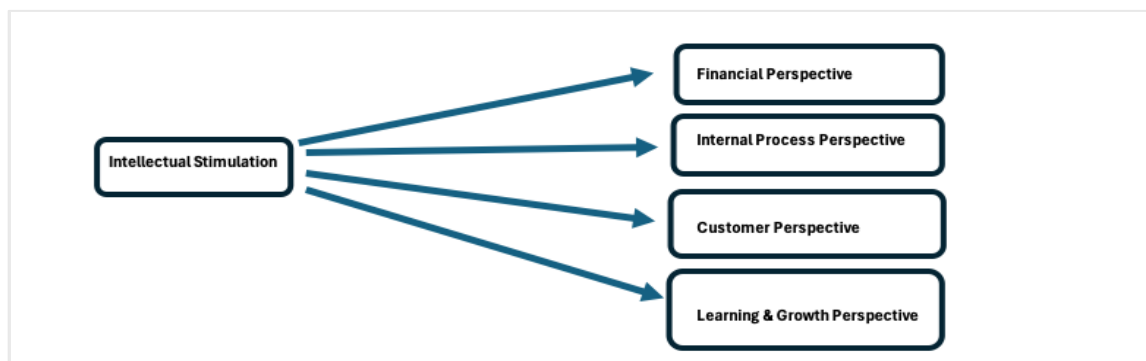


Figure 9 highlights the relationships that were tested between individualized consideration and organisational performance as part of the first hypothesis. The detailed model summary, model fit and regression results can be found in **Appendix 6**.

5.13.5.1 Financial Performance

The regression model reveals that the independent variable individualized consideration does not have a significant β coefficient of 0.152 with a corresponding p-value > 0.05 . This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between individualized consideration and financial performance.

5.13.5.2 Operational Performance

The regression model reveals that the independent variable individualized consideration does not have a significant β coefficient of 0.163 with a

corresponding p-value > 0.05 . This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between individualized consideration and operational performance.

5.13.5.3 Employee Performance

The regression model reveals that the independent variable of individualized consideration does have a significant β coefficient of 0.313 with a corresponding p-value < 0.05 . This is sufficient evidence to reject the null hypothesis, and it can be concluded that there is a positive relationship between individualized consideration and employee performance.

5.13.5.4 Client/Customer Satisfaction

The regression model reveals that the independent variable individualized consideration does not have a significant β coefficients of 0.140 with a corresponding p-value > 0.05 . This is insufficient evidence to reject the null hypothesis, and it can be concluded that there is no relationship between individualized consideration and client/customer satisfaction.

5.13.5.5 Transformational Leadership

The individualized consideration component of transformation leadership was found to exhibit a relationship with only financial performance. This lends only partial support to the primary hypothesis that transformational leadership dimensions have a significant positive effect on organizational performance.

5.13.6 Summary of Hypothesis Testing Results

Table 15 presents the summary of the hypothesis testing results.

Table 15: Summary of Hypothesis Testing Results

Hypothesis	Research Construct	Supported
Intellectual stimulation has a significant positive effect on organisational performance	Financial Performance	No
	Operational Performance	No
	Employee Performance	Yes
	Client/Customer Satisfaction	No
Inspirational motivation has a significant positive effect on organisational performance	Financial Performance	Yes
	Operational Performance	No
	Employee Performance	No
	Client/Customer Satisfaction	No
Individualised consideration has a significant positive effect on organisational performance	Financial Performance	No
	Operational Performance	No
	Employee Performance	Yes
	Client/Customer Satisfaction	No
Transformational leadership dimensions have a significant positive effect on organizational performance	Intellectual stimulation	Partial
	Inspirational motivation	Partial
	Individualised consideration	Partial

Table 15 illustrates that employee performance is the most likely dimension of organizational performance that can be influenced by transformational leadership. The other significant finding was that inspirational motivation is a lever for financial performance. The outcomes of these hypotheses tests will be discussed in the next chapter.

6 DISCUSSION OF RESULTS

6.1 INTRODUCTION

This chapter delves into a comprehensive discussion of the results presented in Chapter 5, with an aim to contextualise these results within the broader literature. Furthermore, this chapter will unpack some of the key findings and examine how these findings align or diverge with established literature on transformational leadership. This will provide a nuanced understanding of the dynamics of transformational leadership within the South African mining sector, providing a foundation, for identifying actionable recommendations to be addressed in the next chapter.

6.2 DISCUSSION OF RESEARCH QUESTIONS

6.2.1 Research Question 1

How does the transformational leadership dimension of intellectual stimulation affect organisational performance?

6.2.1.1 Supporting Hypothesis (H1a)

The first underpinning hypothesis of the research that was examined is the influence of intellectual stimulation on organisational performance. This followed the conceptual framework which involved testing the intellectual stimulation dimension of transformational leadership against each perspective of the Balanced Scorecard which is representative of organisational performance.

Intellectual Stimulation and Financial Performance

In the results of the main study, the findings found no significant relationship between intellectual stimulation and financial performance. This outcome contrasts with

existing literature, which suggests that intellectual stimulation typically influences various outcomes positively. For exemplification, Korku and Kaya (2023) posited that intellectual stimulation allows employees to bring forth innovative ideas and solutions that could prove essential for an organisation's success navigating through dynamic and turbulent operating conditions. These new and improved problem-solving approaches are assumed to generate better financial metrics. However, this dimension of transformational leadership does not directly affect the organisation's financial performance, at least, in the context of this study.

Intellectual Stimulation and Operational Performance

The findings of this research indicates that intellectual stimulation has no significant impact on operational performance. This outcome contrasts with the work of Seitz and Owens (2021) which posits that when meaningful work and challenges are created through intellectual stimulation, workers undergo personal growth, which often results in improved operational efficiency and operational effectiveness. Moreover, this further aligns with Metaferia et al. (2023) who posit that intellectual stimulation assists employees implement innovative ideas to resolve workplace challenges, which indirectly increases operational performance and improves operational efficiency. However, our results show the opposite, indicating that other factors may play a more critical role in determining operational performance in the mining industry.

Intellectual Stimulation and Employee Performance

In contrast to the previous two results, the findings from this study showed that intellectual stimulation has a significant impact on employee performance. This finding aligns with existing literature, such as the work by Khan et al. (2022) who postulated that intellectual stimulation encourages followers to realise their full potential by fostering, understanding and utilising their capabilities innovatively in finding solutions to organisational challenges.

This positive relationship could be explained by the effect of the empowerment and inspirational motivation that intellectual stimulation inspires, leading to higher levels of employee performance. This aligns with Maquira et al. (2020) who emphasizes

that when employees are empowered to think critically and given autonomy to make decisions, these workers are more likely to contribute to improved organisational performance. In closing, the results indicate that intellectual stimulation is one of the major drivers of employee performance in the mining sector.

Intellectual Stimulation and Client/Customer Satisfaction

The findings of this research indicates that intellectual stimulation does not have a significant impact on client/customer satisfaction. The outcome contrasts with existing literature such as the work of Parveen et al. (2023) which states that innovative work behaviour plays a mediating role in organisational performance in environments requiring agility and adaptability to changing client/customer needs. Khan et al. (2022) further supports this by suggesting that the dimension of intellectual stimulation increases openness to new ideas which increases adaptability to change and feedback. A good example would be in the beneficiation phase where mining organisations need to be adaptable to changing customer requirements in commodity specifications. However, it must be noted that the profile of the respondents indicates that the majority of participants in this study occupy operational roles, which is a part of the mining sector that is not customer-facing. Therefore, this could explain this outcome as other factors could impact customer/client satisfaction more in determining operational performance in this domain.

RQ1 Summary

In summary, the research findings show mixed support for intellectual stimulation and its impact on various organisational performance perspectives. While it positively affects employee performance, its impact on client/customer satisfaction, financial performance and operational performance is limited. This highlights that intellectual stimulation does not affect all areas of an organisation's performance in the same way, emphasizing the need to understand how each dimension of transformational leadership influences company goals and objectives.

6.2.2 Research Question 2

In what ways does inspirational motivation impact organisational performance?

6.2.2.1 Supporting Hypothesis (H1b)

The second hypothesis of the research that was examined was the **impact of inspirational motivation** on organisational performance. This followed the conceptual framework which involved testing the inspirational motivation dimension of transformational leadership against each perspective of the Balanced Scorecard which is representative of organisational performance.

Inspirational Motivation and Financial Performance

The primary study findings reveal that inspirational motivation is positively related to financial performance. This aligns with the work of Jundi et al. (2019) which found that transformational leadership had a positive effective not only on financial performance but environmental issues in the construction sector. Furthermore, in the Mexican mining industry a study by Gomez et al. (2024) found that inspirational motivation had a positive impact on financial performance through its influence on competitive strategies. This was an interesting discovery in the Mexican mining region, where inspirational motivation emerged as the most impactful dimension of transformational leadership (Gómez et al., 2024). Furthermore, a review of leadership styles and organisational performance done by Ererdi and Uluaslan-Durgun (2020) also found that inspirational motivation also has a significant positive effect of an organisations financial performance, further supporting this research result.

Moreover, the findings contrast a study by Huang et al. (2015) which found that transformational leadership had no significant relationship with financial performance, further stating that authoritarian styles of leadership have a positive relationship with financial performance during tough economic conditions.

The literature review highlighted that many scholars postulate that inspirational motivation is centred around creating a shared vision and buy in from employees in order to achieve organisational goals (Deng et al., 2023; Khan et al., 2022;

Komakech et al., 2021; Metaferia et al., 2023; Seitz & Owens, 2021). This often translates to strong financial performance. In closing, these findings indicate that inspirational motivation is one of the key drivers in improved financial performance. However, it must be noted that inspirational motivation is only part of the answer for organisational success. Clearly defined goals, a supportive infrastructure, and alignment of those goals with workers is critical to realise its effectiveness in the mining sector.

Inspirational Motivation and Operational Performance

The findings of this research indicates that inspirational motivation does not have a significant impact on operational performance. In this study, operational performance is linked to The Balanced Scorecard (BSC) Framework perspective of internal processes and to that end, an important consideration to be noted is that the majority of the respondents in this research work in operational roles which is the context of the South African mining sector is governed by strict compliance related to ways of doing work. This aligns with Bezzola et al. (2022) who also states that operational processes within the South African mining industry are subject to significant influence of regulatory frameworks and commitments for social responsibility. Interestingly, Gomez et al. (2024), also states that leaders that don't fully appreciate the dynamic changes of the mining environment, slow response rate and poor decision-making can affect operational adaptability and indirectly operational efficiency.

Standard operating procedures (SOP), safety management and environmental compliance may prevent inspirational motivation from having the largest possible effect due to operational complexity and fixed regulatory requirements not as prevalent in other industries. This aligns with the Deng et al. (2023) who observed that whilst transformational leadership promotes commitment and morale, it can be limited in effect as a driver of organisational outcomes due to complexities in the environment. This further aligns with Gomez et al. (2024) who posits that inspirational motivation has the potential to make a significant contribution for organisational performance when accompanied with competitive strategies designed to meet industry-specific challenges.

The results from this research which is supported by existing literature highlights that inspirational motivation alone is not enough to drive operational performance and internal processes due to the highly complex nature of the operational and regulatory environment that is the South African mining sector.

Inspirational Motivation and Employee Performance

The findings of this research showed that inspirational motivation does not have a significant impact on employee performance. This results marks a significant deviation from existing literature which posits that inspirational motivation has appositive effect on employee performance. For exemplification, Badarai et al. (2023) posited that findings from two studies of Kenyan State Owned Entities (SOE) found that inspirational motivation has a significant positive impact on employee performance. However, a study by Alsayyed et al. (2020) also found that inspirational motivation had no significant impact on organisational performance which supports the findings of this research. The reasons cited are rigid structures of bureaucracy, routine tasks and strict rules and regulations of the environment characterised in the study (Alsayyed et al., 2020). This environment has similar characteristics to that of the South African mining sector which could explain the commonalities in the results found.

Komakech et al. (2021) also highlights that inspirational motivation is beneficial for performance in flexible, innovation-driven environments but counterproductive when safety protocols and operational efficiency outweigh individual contributions to performance. This further aligns with Gomez et al. (2024) who infers that in highly structured sectors where job roles are repetitive and well defined by physical and operational constraints, motivational leadership may not be as pronounced when compared to dynamic settings that call for creativity and innovation on a daily basis and thus has little to no impact on daily productivity indicators.

Surprisingly, Chikove and Shiri (2021) state that whilst employee commitment and morale are crucial for performance, they believe in mining, the latter is heavily dependent on environmental and operational stability rather than motivation alone. This implies that while inspirational motivation may lead to improved employee morale, in the case of the South African mining sector, structural as well safety and regulatory limitations may be a constraint impacting this dimension. This suggests

that additional mechanisms are required to support inspirational motivation such as training and operational flexibility. Moreover, the difference in our results from existing literature might also be due to contextual differences that could be explored further in future work.

Inspirational Motivation and Client/Customer Satisfaction

The findings of this research showed that inspirational motivation does not have a significant impact on client/customer satisfaction. This result underscores the unique business dynamics of the mining sector, where the nature of mining operations is not customer facing. This means, elements such as reputation, safety records, operational efficiency, product quality, compliance to environmental regulations and ethical sourcing are bigger drivers for organisational reputation rather than direct employee-client engagement.

In the South African mining sector, the Department of Mineral Resources and Energy (DMRE) regulates licenses to operate for mining organisations. This requires a commitment from mining organisations to invest in the communities in which they operate. This aligns with Bezzola et al. (2022) who found that the amounts invested in Corporate Social Responsibility (CSR) in Peru totalled over 33% of international world aid contributions. Further stating, that clients consider ethics and social initiatives when considering partnership.

Khan et al. (2022) posits that while transformational leadership fosters an environment where employees feel motivated to excel, resource-intensive industries such as mining typically do not require employees to engage with clients directly. Instead, client satisfaction depends on operational factors such as safety records, environmental impact, and production stability. In mining, these factors are shaped more by structural and operational strategies than by employee motivation.

Freeman et al. (2021) and Bowman (2019) suggests that in industries such as mining, clients pay more attention to whether a company meets ethical and environmental standards, produces quality products rather than whether employees are internally motivated. Social responsibility and regulatory compliance are also an attraction in the South African mining context as labour unrest is not uncommon.

RQ2 Summary

In closing, the research findings show mixed support for inspirational motivation and its impact on various organisational performance perspectives. While it positively affects financial performance, its impact on client/customer satisfaction, employee performance and operational performance is limited. This highlights that inspirational motivation does not affect all areas of an organisation's performance in the same way, emphasizing the need to understand how each dimension of transformational leadership influences company goals and objectives.

6.2.3 Research Question 3

What effect does individualised consideration have on organisational performance?

6.2.3.1 Supporting Hypothesis (H1c)

The third hypothesis of the research examined whether individualised consideration had a significant positive effect on organisational performance?

Individualised Consideration and Financial Performance

The findings of the research showed that individualised consideration has no significant impact on financial performance. This is not surprising as the mining sector as financial performance is largely impacted by external factors such market volatility and shifts in the geopolitical landscape. This outcome aligns with Bowman (2019) who suggests that mining organisations are susceptible to fluctuations in commodity prices, volatile market cycles and regulatory compliance pressures which have an impact on shaping financial outcomes for organisations in the sector. He further states that although individualised consideration can create a conducive and satisfactory work environment, financial performance in the mining sector is subject to broader economic and operational constraints beyond what leadership behaviours targeted at employees can control.

This view is further supported by Hilton et al. (2023) who suggests that financial performance in sectors like mining is determined by efficiency, optimisation and

resource utilisation rather than individual-focused leadership.

In addition, an empirical study by Alsayyed et al. (2020) also found that individualised consideration did not have a significant impact on financial performance. Furthermore, Komakech et al. (2021) also argues that organisational efficiency is the driver behind improved financial performance and Chikove and Shiri (2021) supports and extends this view by adding that external market dynamics determines financial performance in resource intensive industries more than uniquely individualised leadership.

In closing, RBV and DCT theory inadvertently supports this result as they posits that strong financial performance are a result of the utilisation of internal resources and dynamic capabilities as a whole (Barney, 1991; Lubis, 2022; Schoemaker et al., 2018). Although individualised consideration can cultivate a good work environment and influence employee performance positively, profitability in the mining sector is driven by factors beyond the dimension of individualised consideration.

Individualised Consideration and Operational Performance

The findings of this research showed that individualised consideration did not have a significant impact on operational performance. This finding is consistent with the broader literature which highlights that operational performance in resource-driven industries are driven by operational efficiency, safety management, cost optimisation and regulatory compliance and external market pressures (Bowman, 2019; Cheng et al., 2020; Freeman et al., 2021; Gómez et al., 2024). Furthermore, individualised consideration is a dimension of transformational leadership that impacts employees on a personal level. This aligns with Khan et al. (2022) who inferred that individual consideration improves work motivation and boosts team morale but needs to be supplemented with structural or strategic factors in order to impact organisational performance.

Furthermore, Alsayyed et al. (2020) suggests that when individual performance aligns with organisational goals that is when the highest impact of transformational leadership on organisational performance is realised. Moreover, this finding is also aligned with Deng et al. (2023) who suggests that while individualised consideration impacts areas of performance such as employee engagement, work motivation and

satisfaction it does not address structural challenges directly influencing organisational performance such as risk management and process optimisation. This perspective is supported by Bezzola et al. (2022) who argues that external pressures and operational constraints limits the impact of individualised consideration on employee performance and overall outcomes.

However, Komakech et al. (2021) implies that for individualised consideration to have a significant effect on organisational performance, it should be backed by aligned organisational strategies where personal development is attached to corporate developmental objectives.

Although individual consideration has a positive effect on elements such as trust, work morale and employee engagement, operational demands may restrict the range of influence that individualised consideration can have on organisational outcomes in the mining sector.

Individualised Consideration and Employee Performance

Like intellectual stimulation, the findings of this research showed that individualised consideration had a significant impact on employee performance. This emphasizes how personalized leadership can be an effective driver of employee engagement, work motivation and highlights the importance of work place recognition as a tool to increase performance. This result aligns with Ahmad et al. (2024) who suggests that individualised consideration contributes to a positive organisational culture, that cultivates a supportive work environment where employees can be groomed into future leaders. To this end, Hilton et al. (2023) suggests that individualised consideration positively affects employee performance by addressing specific skill gaps and development needs, allowing employees to reach their full potential. This perspective further aligns with Komakech et al. (2021) who states that leaders who focus on individual employee development, create a culture of continuous improvement and professional growth that results in employees who are more productive and committed to an organisation.

Deng et al. (2023) suggests that in industries like mining, that are characterised by difficult working conditions with high physical and psychological demands, individualised consideration serves as a moral boost and drives team performance.

Moreover, Alsayyed et al. (2020) extends this by further stating that individualised consideration allows team members to thrive under pressure.

There is strong support of this result in existing literature highlighting the role of individualised consideration in driving employee performance. By focusing on personalised leadership this can foster a positive organisational culture that aligns personal development with organisational goals, to improve organisational stability and resilience. Furthermore, these finding underscore how individualised consideration can be a powerful performance driver within the mining sector which is even more significant in the South African mining context, where job security and career development are major issues for miners.

Individualised Consideration and Client/Customer Satisfaction

Similarly, as with intellectual stimulation and inspirational motivation, the results also showed that individualised consideration did not have a significant impact on operational performance. This result is consistent with the findings on the other dimensions of transformational leadership. Although the South African mining sector does account for and encompass direct clients in the form of consultants and service providers, the majority of the respondents in this study occupy operational roles in mining operations. This may explain the result highlighting the limitation of this study not being fully representative of all employees in the mining sector.

RQ3 Summary

In closing, the research findings show mixed support for individualised consideration and its impact on various organisational performance perspectives. While it positively affects employee performance, its impact on client/customer satisfaction, financial performance and operational performance is limited. This highlights that individualised consideration does not affect all areas of an organisation's performance in the same way, emphasizing the need to understand how each dimension of transformational leadership influences company goals and objectives.

6.2.4 Research Question 4

What is the overall impact of transformational leadership dimensions on organisational performance in the South African mining sector?

6.2.4.1 Main Hypothesis (H1)

The main hypothesis posed to test the research question was transformational leadership dimensions have a significant positive effect on organisational performance. The aim was to analyse the potential of the concept of transformational leadership in addressing the challenges faced by the South African mining sector.

Based on the results of the supporting hypotheses the discussion will provide a nuanced representation of the overall impact to produce a coherent picture of how transformational leadership impacts multiple facets of organisational performance ranging from employee engagement, innovation through to financial and operational outcomes in line with the Balanced Scorecard Framework.

Intellectual Stimulation and Organisational Agility

To summarize the findings from the research undertaken, intellectual stimulation has shown partial positive impact on organisational performance, by and large in the spheres of innovation, creativity and problem-solving amongst employees. Khan et al. (2022) points to this by highlighting the role intellectual stimulation plays in fostering a culture that encourages employees to think critically and creatively, enabling them to come up with new solutions in solving persistent organisational challenges. The most common challenges mining organisations grapple with in the South African mining sector, include safety, productivity, resource management and labour unrest—intellectual stimulation allows leaders to build resilient and adaptive teams that are better equipped in responding to these challenges. This aligns with Deng et al. (2023) who posits that in volatile markets riddled with organisational dynamism, organisational agility is key and intellectual stimulation significantly contributes to fostering organisational agility.

Nonetheless, external regulatory pressures and operational constraints that

characterise the mining industry may have a limiting effect on intellectual stimulation's impact on broader operational performance metrics. To this end, Hilton et al. (2023) argues that while intellectual stimulation cultivates a strong culture of adaptability, the nature of structural and compliance barriers that characterize the South African mining sector requires the dimension to be augmented with strategic management strategies for it to have successful impact. This means, that while intellectual stimulation improves the innovation and problem-solving capabilities of employees, for it to have broader impact at the organisational level, it must be paired with and integrated with operational and compliance related frameworks to maximise its impact and drive significant changes in the status-quo.

Individualised Consideration and Employee-Centric Performance

Individualised consideration has also shown partial positive impact on organisational performance. However, it had the greatest positive impact on organisational performance of all the transformational leadership dimensions overall, particularly on employee performance but limited effects on other aspects of organisational performance. When leaders utilise this personalised leadership approach, it results in boosting of a team's morale and increased productivity. Gómez et al. (2024) and Komakech et al. (2021) support this perspective by highlighting that individualised consideration fosters an engaged and motivated workforce necessary for high performance in difficult working environments such as mining. In high-stakes sectors where labour turnover rates and team morale are critical drivers of performance, leaders who practice individualised consideration develop loyalty and commitment from the workforce which indirectly improves organisational stability and productivity.

Existing literature in this field posits that individualised consideration creates a work environment where employees feel supported. However, Freeman et al. (2021) infers that external factors such as regulatory compliance and operational efficiency play a more critical role in driving operational performance rather than internal factors such as personalised attention. This perspective further aligns with the work of Bezzola et al. (2022) which highlights that individualised consideration that is channelled towards improving job satisfaction amongst workers results in improvements in organisational performance through improvements in operational efficiencies. Therefore, this study deduced that, although individualised consideration is a key factor in driving employee performance, it still yields optimum results when coupled with systems that align employee well-being with the broader organisational

goals.

Inspirational Motivation and Financial Resilience

Similarly, inspirational motivation has also shown partial positive impact on organisational performance indicating it as a key driver of financial performance. This signals the role transformational leaders plays in directing employee efforts towards the achievement of organisational financial goals. When leaders utilise inspirational motivation to communicate a compelling vision, they drive toward a common sense of purpose that boosts both productivity and the bottom line. Kaplan & Norton (1992) aligns with this assertion with the widely adopted Balanced Scorecard (BSC) by positing that when inspirational motivation is aligned with an organisations financial goals, this often results in better financial results through increased employee engagement and productivity.

This finding further aligns with Gómez et al. (2024) who suggests that inspirational motivation encourages a commitment to cost effective practices required in resource-intensive sectors. In South Africa, the driving force behind profitability in mining is largely through efficient production outputs and as a result, inspirational motivation becomes a key catalyst to driving financial performance by inspiring staff to contribute towards cost reduction initiatives and achieve productivity targets.

However, this perspective contrasts Ahmad et al. (2024) and Banks et al. (2018) by inferring that inspirational motivation might not extend itself to the other essential areas of organisational performance such as customer satisfaction or operational efficiency, where specificity in operational improvement and processes is critical. This perspective aligns with the results presented in earlier sections.

Holistic Synthesis: The Interplay of Transformational Leadership Dimensions

Together, the various dimensions of transformational leadership being intellectual stimulation, individualised consideration and inspirational motivation constitute a shapeshifting leadership model that compliments both human and operational performance in any organisation. Khan et al. (2022) and Deng et al. (2023) posulate that these dimensions show a synergistic effect and encourages both resilient

organisational culture, employee satisfaction as well innovation and financial performance. In contrast, in a South African mining setting the aggregate effect of transformational leadership on organisational performance is a composite of employee improvements, macro economic pressures as well as pressures from outside the organisation, consisting of regulatory compliance, environmental constraints and market fluctuations.

While certain aspects of organisational performance such as financial measures and employee productivity appear to benefit from transformational leadership dimensions, a more nuanced subtle pattern is seen in their overall effect on organisational performance in the findings. Freeman et al. (2021) and Bader et al. (2023) suggested that while transformational leadership can have a positive impact on holistic organisational performance, this only occurs when the transformational leadership strategies are aligned with operational strategies in line with the specific needs and demands of the industry. Intellectual stimulation, for instance, fosters innovation but it positively influences performance only when moderated by guiding problem-solving frameworks and compliance management strategies (Zulu et al., 2021). To this end, while individualised consideration improves workers loyalty and commitment, it can only be truly effective if paired with strategic management strategies that can convert employee well-being into measurable organisational outcomes.

The synergistic effect of the said transformational leadership dimensions encourages a balanced leadership approach that addresses both structural and employee needs. Hilton et al. (2023) argues that transformational leadership can be a powerful tool that cultivates a resilient, flexible workforce capable of withstanding the challenges present in the mining sector. However, the results also highlight that transformational leadership by itself may not be sufficient to promote organisational performance in a complex environment riddled with environment dynamism such as the mining sector. This perspective is further supported by Bowman (2019) and Gómez et al. (2024) who suggest that the effect of transformation leadership is enhanced when they are paired with operational efficiencies, regulatory alignment and cost management strategies that are suitable to address industry specific needs.

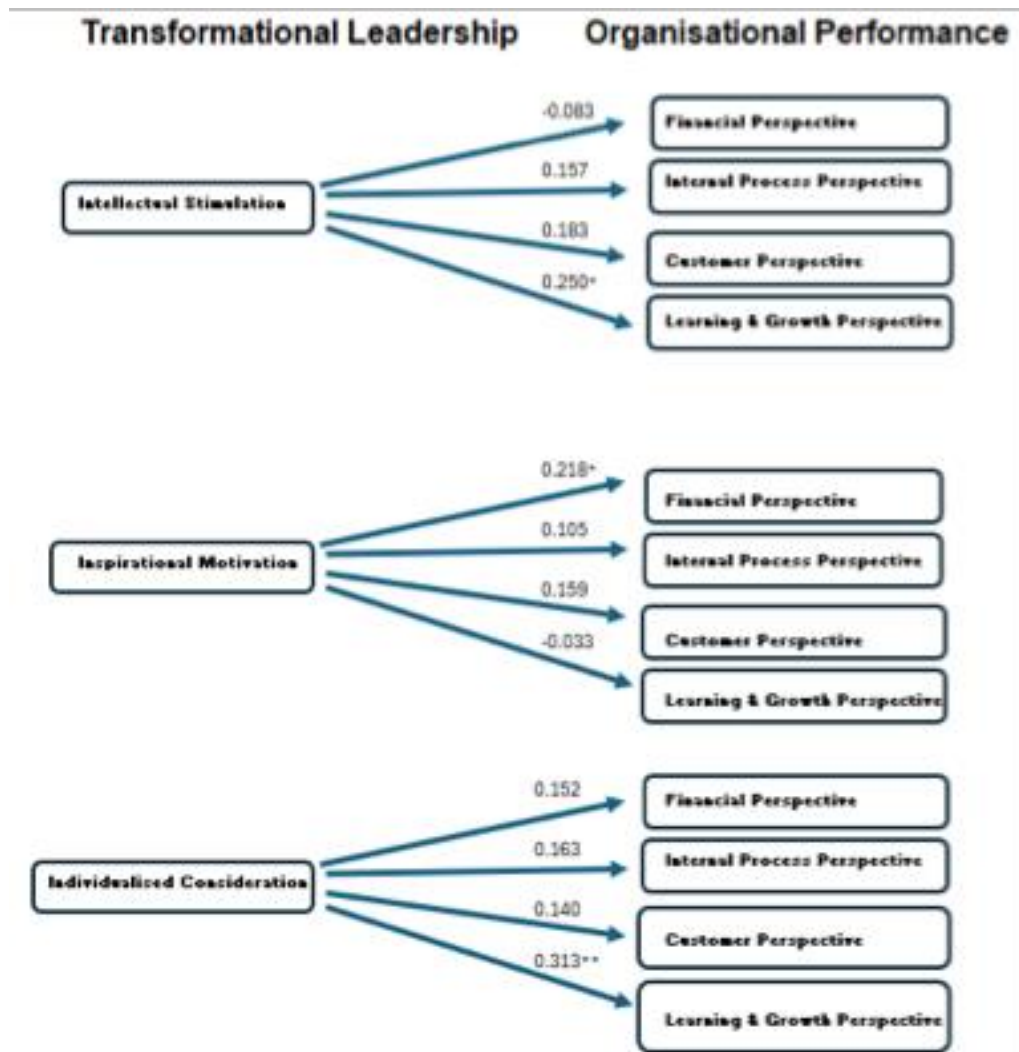
In closing, this study confirmed that transformational leadership dimensions collectively contribute to improving organisational performance in the spheres of employee engagement, resilience and financial performance. It is therefore apparent

that in the South African mining sector, organisational performance cannot be achieved through a single method which underscores the complexities of the industry and calling for a multifaceted approach that integrates strategic management initiatives. By doing so, mining leaders can create a resilient and adaptive organisational performance model that can adapt to the ever-evolving dynamic challenges facing this critical sector.

6.3 UPDATED CONCEPTUAL FRAMEWORK

As illustrated in Figure 10, amongst the constructs of organisational performance, only the learning and growth perspective is impacted by intellectual stimulation ($\beta = 0.250$, $p\text{-value} < 0.05$). Likewise, inspirational motivation only impacts the financial perspective of organisational performance ($\beta = 0.218$, $p\text{-value} < 0.05$). Lastly, individualised consideration also plays a role in impacting the learning and growth perspective of organisational performance ($\beta = 0.313$, $p\text{-value} < 0.01$). This was also found to be the strongest predictor of organisational performance across all the independent variables.

Figure 10: Updated Conceptual Framework



*p<.05, **<.01, ***<.001

Source: Constructed by the Researcher (2024)

Based on these discussed findings, it is evident that the conceptual framework tested in this research shows a nuanced relationship between transformational leadership dimensions and organisational performance through the lens of The Balanced Scorecard (BSC) in the South African mining sector. The framework provides a foundation for further exploration for leadership strategies that can maximise organisational performance across the other BSC perspectives to address these gaps.

7 CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

Following the main findings in Chapter 6, the purpose of this chapter is to provide a conclusion of this research by synthesizing the key outcomes and highlighting the theoretical contributions along with the practical implications of this research. Furthermore, this chapter seeks to improve the nuanced understanding of the impacts of leadership on organisations by emphasizing how transformational leadership dimensions influence various performance metrics and organisational outcomes. In addition, this chapter will make future recommendations to advance the understanding of transformational leadership in driving organisational success in the mining sector.

7.2 PRINCIPAL FINDINGS

The main findings of the study indicate that the transformational leadership dimensions of intellectual stimulation, inspirational motivation and individualised consideration have differential effects on specific organisational performance indicators in the South African mining sector. Intellectual stimulation had the smallest absolute correlation with financial performance, client/customer satisfaction and operational performance, however, this dimension of transformational leadership was found to have a significant positive effect on employee performance.

Inspirational motivation was found to have a significant positive effect on financial performance, but no significant effect on operational performance, employee performance and customer/client satisfaction in this study. Furthermore, individualised consideration was also found to have a significant positive effect on employee performance but a small absolute correlation with financial performance, client/customer satisfaction and operational performance.

Consistent with literature, transformational leadership dimensions seem to have a positive influence on both individual and organisational performance which is a key finding of the main research. Through investing in teaching, mentoring, and treating

employees as individuals and recognizing their distinct needs, individual strengths and organisational aspirations, the transformational leader is able to create an enabling environment to improve employee engagement, job satisfaction, and higher levels of productivity. These are all critical components required for an organisation to improve its resilience and effectiveness to overcome complex challenges common in a dynamic environment such as the mining sector. This analysis reveals the importance of transformational leadership as an internal resource that can be utilised as a tool and catalyst in the pursuit of organisational success, which is critical in sectors rippled with environmental dynamism and volatility within their operating environments.

The findings of this research support a nuanced use of transformational leadership in the mining industry appropriate to the organisational culture, organisational goals and strategy and unique organisational contexts.

Synthesis of Intellectual Stimulation Dimension

The dimension of intellectual stimulation, is all about fostering creative and independent thinking, encouraging innovation and creating a forward thinking workforce in the face of dealing with complex organisational challenges. This dimension aligns with RBV and DCT theory as an internal resource that improves organisational adaptability and responsiveness in the face of change however, the outcomes of this study show mixed impact in the South African mining sector across organisational performance outcomes.

While much of the existing literature tends to suggest a positive relationship between intellectual stimulation and financial performance through innovation and strategic foresight, our study finds no strong evidence that this is true. This may suggest that, at least in the mining industry, innovation led improvements do not translate onto an organisations balance in the short-term and due to the highly capital intensive nature of mining operations it takes longer to see a return on investment of these initiatives, these gains may only be realised in the long-term.

Innovative thinking, is considered to lead to operational efficiencies due to improved problem-solving (Gruenhagen & Parker, 2020; Lin, 2023; Schoemaker et al., 2018). However, the findings of this study disagree with existing literature when it comes to the relationship of operational performance and intellectual stimulation. This may be due to regulatory and compliance frameworks that govern mining operations, where

operational optimisation initiatives need to be workshopped through formal structures such as standard operating procedures (SOP) rather than experimental approaches. Hence, intellectual inspiration may have limited applicability in an environment where safety and strict adherence to regulations is critical.

These findings suggest that fostering innovation should be utilised by mining leaders primarily in human resource development initiatives rather than channelling it as a tool to garner short-term financial and operational improvements.

Synthesis of Inspirational Motivation Dimension

The transformational leadership dimension of inspirational motivation has come out as an important driver of financial performance in an organisation. By cultivating a positive and innovative culture, treating all employees as valued members of the team, exercising resource management prudently, a transformational leader can drive revenue growth, increases profitability, and maintain operational soundness and stability. These results highlight the importance of good leadership and the significant role it plays in overcoming complex industry challenges to achieve sustained organisational success.

Furthermore, inspirational motivation was found to have a significant effect on financial performance. Leaders who can create a shared vision and inspire confidence and captivate the workforce can truly drive financial performance by aligning workers with organisational goals and cultivating a shared purpose amongst the workforce. In an industry rife with market challenges and operational pressures, strengthening stakeholder resolve, can contribute significantly to sustained financial growth.

The results of this study show that motivation alone is not enough to drive operational performance. This may suggest that due to the nature of mining operations, operational performance requires additional supplements such as practical support, resources and strict compliance to safety regulations and mine specific SOP's to be achieved.

Some of the findings imply that inspirational motivation might be more useful for encouraging financial performance, as opposed to helping along employee or client-related metrics. This highlights the need to supplement the dimension of inspirational motivation with concrete support mechanisms to achieve organisational

performance.

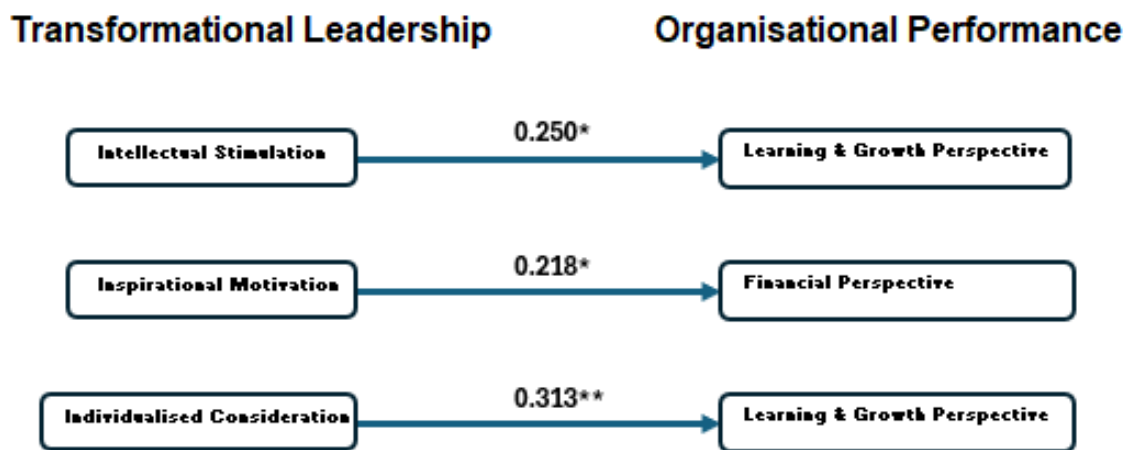
Synthesis of Individualised Consideration Dimension

The transformational leadership dimension of individualised consideration has come out as having a significant impact on employee performance. This aligns with existing literature that posits that by offering personalised support and employee development to employees, this can drive employee engagement, motivation, job satisfaction, commitment and a strong operational performance outcomes (Kaontole & Tajib, 2023; Khan et al., 2022; Pancasila et al., 2020; Saxby, 2024).

Our results indicate that individualized consideration is a particularly successful style for enhancing metrics related to employees, but less relevant with respect to organizational performance. Therefore, leaders in the mining sector should focus on providing individualized attention to improve employee well-being and retention whilst recognising it may not have a material effect on financial or operational KPIs.

New Organisational Framework

Figure 11: Conceptual Framework



*p<.05, **<.01, ***<.001

Source: Constructed by Researcher (2024)

This study has revealed that there are three key perspectives of organisational performance that are impacted by transformational leadership dimensions in the South African mining sector. The adapted framework illustrated in Figure 11 shows the nuanced relationship of the tested transformational leadership dimensions impact on organisational performance and can be used to guide future research in this domain.

7.3 CONTRIBUTIONS AND IMPLICATIONS

7.3.1 Practical Implications

The outcomes of this study demonstrated the dimension-specific effectiveness of transformational leadership with respect to organisational performance outcomes in the South African mining sector. Each dimension has varying applicability in producing desired organisational performance outcomes hence a tailored approach should be undertaken in mining or any other similar field.

Leadership Training and Coaching

Industry leaders should incorporate transformational leadership in their leadership programs. The programs should be developed and tailored to equip leaders with the ability to inspire, motivate, develop and support their workforces to reduce employee turnover, improve employee engagement, improve motivation and increase job satisfaction (Pancasila et al., 2020; Parveen et al., 2023; Sasongko & Syafari, 2021). Furthermore, such training programs can be internalised more effectively if they are designed with a practical component and case-study component to embed these behaviours within the organisational culture.

Leveraging Inspirational Motivation

This dimension can be leveraged by leaders in industry to improve financial performance by creating a shared vision and alignment among the workforce towards the achievement of organisational goals.

Leveraging Intellectual Stimulation and Individualised Consideration

As both these dimensions impact employee performance, mining leaders can introduce feedback mechanisms to measure and monitor employee engagement levels. This is critical to achieving desired organisational performance outcomes, as production outputs are largely driven by the workforce in the South African mining sector.

In addition, leaders can cultivate a supportive work environment by creating a work culture largely centred on mutual trust and psychological safety. Moreover, mining leaders can promote innovation and non-traditional approaches to solving problems to cultivate a proactive mindset and a culture of intellectual stimulation.

7.3.2 Theoretical Contributions

The findings from this research provide a number of notable theoretical contributions to the transformational leadership literature in particular, within the South African mining sector including:

Refinement of Transformational Leadership Theory

The study contributes to transformational leadership theory, suggesting its impact on organisational performance outcomes is not universal across all dimensions. This is particularly important for capital intensive industries where strict regulatory operational frameworks and the ability to innovate may well be limited by external factors.

Sector-Specific Insights on Leadership Dimensions

The research answers the call for more regional studies on transformational leadership to explore its impact in different geographies influenced by different cultures and dynamics (Gómez Romero et al., 2024). To this end, this research provides a nuanced understanding of how transformational leadership dimensions impact organisational performance in the context of the South African mining sector.

7.4 SUGGESTIONS FOR FUTURE RESEARCH

The questionnaire incorporated a self-reflective component where respondents could conduct a self-assessment on their perceived leadership traits. An interesting outcome was that respondents consider themselves as leaders that provide personalized support, recognize their teams' achievements and promote development within their teams. Moreover, respondent also responded that they foster a shared vision and inspire others to re-evaluate conventional approaches. However, the respondent also shared that they view employees within their organisations as not satisfied with their jobs, their organisations have a high turnover rate and employees are not highly motivated & have low levels of engagement. This may highlight a gap in leaders' self-assessments and the impact experienced by their employees. Further research on the disconnect between self-perception and impact on employees could be explored.

Another area of focus could be conducting longitudinal studies to explore more deeply, the long-term impact and effects of transformational leadership dimensions on organisational performance given the rapidly changing environment that is the mining industry.

In closing, future research could also examine the mediating and moderating roles of employee-centric outcomes of transformational leadership can impact organisational performance as the findings of this study demonstrates that the dimensions of transformational leadership impact employee performance the most.

7.5 CONCLUSION

This chapter has demonstrated the principal findings of this study, highlighting both the theoretical as well practical contributions in the field of transformational leadership in mining industry. This study contributes a more nuanced understanding of the effects that transformational leadership dimensions of intellectual stimulation, inspirational motivation and individualised consideration has on organisational performance. The Balanced Scorecard approach offers a practical framework for measuring these impacts, allowing leaders to understand how and where they can best apply leadership dimensions—aligning them with strategy to improve organisational competitive advantage and increase the likelihood of organisational success.

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APPENDIX 1: CONSISTENCY MATRIX

Research Questions	Sections in Literature Review	Data Collection Tools	Analysis Technique
How does the transformational leadership dimension of intellectual stimulation affect organisational performance?	(Korku and Kaya, 2023) (Tolici, 2021; Uhl-Bien & Arena, 2017) (Seitz & Owens, 2021) (Metaferia et al., 2023) (Uys & Webber-Youngman, 2019) (Kaontole & Tajib, 2023). (Khan et al., 2022) (Maquira et al., 2020) (Parveen et al., 2023)	Online Survey	Multiple Regression Analysis

Research Questions	Sections in Literature Review	Data Collection Tools	Analysis Technique
In what ways does inspirational motivation contribute to improved organisational performance?	(Korku and Kaya, 2023) (Seitz & Owens, 2021) (Metaferia et al., 2023) (Khan et al., 2022) Maquieira et al. (2020)	Online Survey	Multiple Regression Analysis PLS-SEM

Research Questions	Sections in Literature Review	Data Collection Tools	Analysis Technique
What effect does individualised consideration have on organisational performance?	(Alsayyed et al. 2020) (Badarai et al. 2023) (Bezzola et al. 2022) (Bowman, 2019) Chikove and Shiri, 2021) (Deng et al. 2023) (Ererdi and Uluaslan-Durgun, 2020) Freeman et al., (2021) (Gomez et al., 2024) (Huang et al (2015) (Jundi et al. (2019) (Komakech et al., 2021) (Metaferia et al., 2023) (Seitz & Owens, 2021)	Online Survey	Multiple Regression Analysis
What is the overall impact of transformational leadership dimensions on organisational performance in the South African mining sector?	(Ahmad et al., 2024) (Alsayyed et al., 2020) (Barney, 1991) (Bowman., 2019) (Cheng et al., 2020) (Chikove & Shiri, 2021) (Freeman et al., 2021) (Gomez et al., 2024) (Hilton et al., 2023) (Komakech et al., 2021) (Schoemaker et al., 2018)	Online Survey	Multiple Regression Analysis

APPENDIX 2: RESEARCH INSTRUMENT

I am undertaking academic research entitled, *The impact of transformational leadership dimensions on organisational performance in the South African Mining Sector*, to understand the impact transformational leadership has on organisational performance in these sectors. This is in partial fulfilment of a master's degree with the Gordon Institute of Business Science (GIBS). To this end, you are requested to complete this questionnaire and share with me your insights on this topic. It should take no longer than 10 minutes of your time. Please note that your participation is voluntary, no names of individuals or organisations will be requested or reported and you may withdraw at any time from this study without penalty. Furthermore, your participation is anonymous and only aggregated data will be reported. By completing this questionnaire, you indicate that you voluntarily participate in this study.

If you have any concerns, please feel free to contact me or my supervisor. Our details are provided below.

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Section A: Respondent Demographics

1. Gender

Male

☐

Female

☐

2. Age group

21 – 30

☐

31 - 40

☐

41 – 50

☐

51 – 60

☐

Above 61 years

☐

3. Working experience in the financial services sector

Below 1 year

☐

1 – 5 years

☐

6 – 10 years

☐

11 – 15 years

☐

Above 16 years

☐

4. Highest educational level

Matric

☐

Diploma

☐

Bachelor's Degree ☐ Master's Degree. ☐
 PhD ☐ other ☐

5. Leadership level

Operational ☐ Tactical ☐
 Strategic ☐

USE THIS SCALE TO ANSWER THE QUESTIONS THAT FOLLOW

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

INSPIRATIONAL MOTIVATION (TL)	1	2	3	4	5
My leader articulates a compelling vision of the future.					
My leader communicates high expectations.					
My leader talks optimistically about the future.					
My leader expresses confidence that goals will be achieved.					
INTELLECTUAL STIMULATION (TL)	1	2	3	4	5
My leader re-examines critical assumptions to question whether they are appropriate.					
My leader seeks differing perspectives when solving problems.					
My leader encourages non-traditional thinking to deal with traditional problems.					
My leader gets me to look at problems from many different angles.					
INDIVIDUALISED CONSIDERATION (TL)	1	2	3	4	5
My leader spends time teaching and coaching.					
My leader treats me as an individual rather than just as a member of a group.					
My leader considers me as having different needs, abilities, and aspirations from others.					
My leader helps me to develop my strengths.					
FINANCIAL PERFORMANCE (Org Perf)	1	2	3	4	5
Our organization has experienced growth in revenue over the past year.					
Our organization has seen an improvement in profitability over the past year.					
Our organization effectively manages its costs and resources.					
OPERATIONAL PERFORMANCE (Org Perf)	1	2	3	4	5
Our organization has improved its operational efficiency over the past year.					
Our organization effectively meets its production targets and deadlines.					
Our organization continuously improves its processes and procedures.					
EMPLOYEE PERFORMANCE & SATISFACTION (Org Perf)	1	2	3	4	5
Employees in our organization are highly motivated and engaged.					

Our organization has a low turnover rate.					
Employees in our organization are satisfied with their jobs.					
CLIENT/CUSTOMER SATISFACTION (Org Perf)	1	2	3	4	5
Our organization meets or exceeds customer/client expectations.					
Our organization receives positive feedback from customers/clients.					
Our organization effectively addresses customer/client complaints and issues.					

USE THIS SCALE TO ANSWER THE QUESTIONS THAT FOLLOW

1 = **Strongly disagree** 2 = **Disagree** 3 = **Neutral** 4 = **Agree** 5 = **Strongly Agree**

INSPIRATIONAL MOTIVATION	1	2	3	4	5
1. I express with few simple words what we could and should					
2. I provide appealing images about what we can do					
3. I get others to rethink ideas that they have never questioned before					
INTELLECTUAL STIMULATION	1	2	3	4	5
4. I enable others to think about old problems in new ways					
5. I let others know how I think they are doing					
6. I give personal attention to others who seem rejected					
INDIVIDUALISED CONSIDERATION	1	2	3	4	5
7. I help others develop themselves					
8. I provide recognition when others reach their goals					
9. I call attention to what others can get for what they accomplish					

APPENDIX 3: VALIDITY – FACTOR ANALYSIS RESULTS

Inspirational Motivation

		Correlations			
		My leader articulates a compelling vision of the future	My leader communicates high expectations	My leader talks optimistically about the future	My leader expresses confidence that goals will be achieved
My leader articulates a compelling vision of the future	Pearson Correlation	1	.684**	.744**	.667**
	Sig. (2-tailed)		.000	.000	.000
	N	211	211	211	211
My leader communicates high expectations	Pearson Correlation	.684**	1	.689**	.679**
	Sig. (2-tailed)	.000		.000	.000
	N	211	211	211	211
My leader talks optimistically about the future	Pearson Correlation	.744**	.689**	1	.749**
	Sig. (2-tailed)	.000	.000		.000
	N	211	211	211	211
My leader expresses confidence that goals will be achieved	Pearson Correlation	.667**	.679**	.749**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	211	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	529.774
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
My leader articulates a compelling vision of the future	.617	.691
My leader communicates high expectations	.576	.648
My leader talks optimistically about the future	.682	.781
My leader expresses confidence that goals will be achieved	.620	.692

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.106	77.658	77.658	2.812	70.290	70.290
2	.338	8.459	86.117			
3	.330	8.249	94.366			
4	.225	5.634	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
My leader articulates a compelling vision of the future	.831
My leader communicates high expectations	.805
My leader talks optimistically about the future	.884
My leader expresses confidence that goals will be achieved	.832

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 6 iterations required.

Intellectual Stimulation

Correlations

		My leader re-examines critical assumptions to question whether they are appropriate	My leader seeks differing perspectives when solving problems	My leader encourages non-traditional thinking to deal with traditional problems	My leader gets me to look at problems from many different angles
My leader re-examines critical assumptions to question whether they are appropriate	Pearson Correlation	1	.687**	.573**	.656**
	Sig. (2-tailed)		.000	.000	.000
	N	211	211	211	211
My leader seeks differing perspectives when solving problems	Pearson Correlation	.687**	1	.674**	.691**
	Sig. (2-tailed)	.000		.000	.000
	N	211	211	211	211
My leader encourages non-traditional thinking to deal with traditional problems	Pearson Correlation	.573**	.674**	1	.721**
	Sig. (2-tailed)	.000	.000		.000
	N	211	211	211	211
My leader gets me to look at problems from many different angles	Pearson Correlation	.656**	.691**	.721**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	211	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.821
Bartlett's Test of Sphericity	Approx. Chi-Square	474.360
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
My leader re-examines critical assumptions to question whether they are appropriate	.536	.589
My leader seeks differing perspectives when solving problems	.613	.715
My leader encourages non-traditional thinking to deal with traditional problems	.580	.638
My leader gets me to look at problems from many different angles	.631	.734

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.003	75.063	75.063	2.675	66.877	66.877
2	.440	11.004	86.067			
3	.300	7.494	93.561			
4	.258	6.439	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
My leader re-examines critical assumptions to question whether they are appropriate	.767
My leader seeks differing perspectives when solving problems	.845
My leader encourages non-traditional thinking to deal with traditional problems	.799
My leader gets me to look at problems from many different angles	.857

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 6 iterations required.

Individualized Consideration

Correlations

		My leader spends time teaching and coaching	My leader treats me as an individual rather than just as a member of a group	My leader considers me as having different needs, abilities, and aspirations from others	My leader helps me to develop my strengths
My leader spends time teaching and coaching	Pearson Correlation	1	.553**	.615**	.768**
	Sig. (2-tailed)		.000	.000	.000
	N	211	211	211	211
My leader treats me as an individual rather than just as a member of a group	Pearson Correlation	.553**	1	.686**	.648**
	Sig. (2-tailed)	.000		.000	.000
	N	211	211	211	211
My leader considers me as having different needs, abilities, and aspirations from others	Pearson Correlation	.615**	.686**	1	.725**
	Sig. (2-tailed)	.000	.000		.000
	N	211	211	211	211
My leader helps me to develop my strengths	Pearson Correlation	.768**	.648**	.725**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	211	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.801
Bartlett's Test of Sphericity	Approx. Chi-Square	496.605
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
My leader spends time teaching and coaching	.598	.613
My leader treats me as an individual rather than just as a member of a group	.521	.561
My leader considers me as having different needs, abilities, and aspirations from others	.610	.686
My leader helps me to develop my strengths	.706	.822

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.001	75.029	75.029	2.682	67.055	67.055
2	.489	12.226	87.255			
3	.305	7.624	94.879			
4	.205	5.121	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
My leader spends time teaching and coaching	.783
My leader treats me as an individual rather than just as a member of a group	.749
My leader considers me as having different needs, abilities, and aspirations from others	.828
My leader helps me to develop my strengths	.906

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 7 iterations required.

Financial Performance

Correlations

		Our organization has experienced growth in revenue over the past year	Our organization has seen an improvement in profitability over the past year	Our organization effectively manages its costs and resources
Our organization has experienced growth in revenue over the past year	Pearson Correlation	1	.878**	.511**
	Sig. (2-tailed)		.000	.000
	N	211	211	211
Our organization has seen an improvement in profitability over the past year	Pearson Correlation	.878**	1	.537**
	Sig. (2-tailed)	.000		.000
	N	211	211	211
Our organization effectively manages its costs and resources	Pearson Correlation	.511**	.537**	1
	Sig. (2-tailed)	.000	.000	
	N	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.638
Bartlett's Test of Sphericity	Approx. Chi-Square	378.988
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Our organization has experienced growth in revenue over the past year	.773	.841
Our organization has seen an improvement in profitability over the past year	.781	.916
Our organization effectively manages its costs and resources	.295	.313

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.300	76.672	76.672	2.070	68.985	68.985
2	.578	19.269	95.941			
3	.122	4.059	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
Our organization has experienced growth in revenue over the past year	.917
Our organization has seen an improvement in profitability over the past year	.957
Our organization effectively manages its costs and resources	.559

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 13 iterations required.

Operational Performance

Correlations

		Our organization has improved its operational efficiency over the past year	Our organization effectively meets its production targets and deadlines	Our organization continuously improves its processes and procedures
Our organization has improved its operational efficiency over the past year	Pearson Correlation	1	.608**	.598**
	Sig. (2-tailed)		.000	.000
	N	211	211	211
Our organization effectively meets its production targets and deadlines	Pearson Correlation	.608**	1	.506**
	Sig. (2-tailed)	.000		.000
	N	211	211	211
Our organization continuously improves its processes and procedures	Pearson Correlation	.598**	.506**	1
	Sig. (2-tailed)	.000	.000	
	N	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.698
Bartlett's Test of Sphericity	Approx. Chi-Square	198.788
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Our organization has improved its operational efficiency over the past year	.483	.717
Our organization effectively meets its production targets and deadlines	.401	.515
Our organization continuously improves its processes and procedures	.389	.498

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.142	71.406	71.406	1.730	57.657	57.657
2	.495	16.488	87.894			
3	.363	12.106	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
Our organization has improved its operational efficiency over the past year	.847
Our organization effectively meets its production targets and deadlines	.718
Our organization continuously improves its processes and procedures	.706

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 13 iterations required.

Employee Performance

Correlations

		Employees in our organization are highly motivated and engaged	Our organization has a low turnover rate	Employees in our organization are satisfied with their jobs
Employees in our organization are highly motivated and engaged	Pearson Correlation	1	.457**	.705**
	Sig. (2-tailed)		.000	.000
	N	211	211	211
Our organization has a low turnover rate	Pearson Correlation	.457**	1	.486**
	Sig. (2-tailed)	.000		.000
	N	211	211	211
Employees in our organization are satisfied with their jobs	Pearson Correlation	.705**	.486**	1
	Sig. (2-tailed)	.000	.000	
	N	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.659
Bartlett's Test of Sphericity	Approx. Chi-Square	206.601
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Employees in our organization are highly motivated and engaged	.515	.667
Our organization has a low turnover rate	.262	.315
Employees in our organization are satisfied with their jobs	.532	.746

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.107	70.237	70.237	1.728	57.593	57.593
2	.599	19.981	90.218			
3	.293	9.782	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
Employees in our organization are highly motivated and engaged	.816
Our organization has a low turnover rate	.561
Employees in our organization are satisfied with their jobs	.864

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 12 iterations required.

Client/Customer Satisfaction

Correlations

		Our organization meets or exceeds customer/client expectations	Our organization receives positive feedback from customers/clients	Our organization effectively addresses customer/client complaints and issues
Our organization meets or exceeds customer/client expectations	Pearson Correlation	1	.806**	.746**
	Sig. (2-tailed)		.000	.000
	N	211	211	211
Our organization receives positive feedback from customers/clients	Pearson Correlation	.806**	1	.841**
	Sig. (2-tailed)	.000		.000
	N	211	211	211
Our organization effectively addresses customer/client complaints and issues	Pearson Correlation	.746**	.841**	1
	Sig. (2-tailed)	.000	.000	
	N	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.743
Bartlett's Test of Sphericity	Approx. Chi-Square	483.693
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Our organization meets or exceeds customer/client expectations	.665	.715
Our organization receives positive feedback from customers/clients	.780	.907
Our organization effectively addresses customer/client complaints and issues	.721	.779

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.596	86.524	86.524	2.401	80.047	80.047
2	.258	8.604	95.128			
3	.146	4.872	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
Our organization meets or exceeds customer/client expectations	.845
Our organization receives positive feedback from customers/clients	.953
Our organization effectively addresses customer/client complaints and issues	.883

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 10 iterations required.

Inspirational Management

Correlations

		I express with few simple words what we could and should do	I provide appealing images about what we can do	I get others to rethink ideas that they have never questioned before	I enable others to think about old problems in new ways
I express with few simple words what we could and should do	Pearson Correlation	1	.366**	.265**	.288**
	Sig. (2-tailed)		.000	.000	.000
	N	211	211	211	211
I provide appealing images about what we can do	Pearson Correlation	.366**	1	.415**	.371**
	Sig. (2-tailed)	.000		.000	.000
	N	211	211	211	211
I get others to rethink ideas that they have never questioned before	Pearson Correlation	.265**	.415**	1	.630**
	Sig. (2-tailed)	.000	.000		.000
	N	211	211	211	211
I enable others to think about old problems in new ways	Pearson Correlation	.288**	.371**	.630**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	211	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.682
Bartlett's Test of Sphericity	Approx. Chi-Square	186.198
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
I express with few simple words what we could and should do	.162	.181
I provide appealing images about what we can do	.253	.319
I get others to rethink ideas that they have never questioned before	.436	.597
I enable others to think about old problems in new ways	.420	.557

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.186	54.641	54.641	1.654	41.343	41.343
2	.842	21.039	75.680			
3	.607	15.184	90.864			
4	.365	9.136	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
I express with few simple words what we could and should do	.425
I provide appealing images about what we can do	.564
I get others to rethink ideas that they have never questioned before	.773
I enable others to think about old problems in new ways	.746

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 9 iterations required.

Individualised Management

Correlations

		I give personal attention to others who seem rejected	I help others develop themselves	I provide recognition when others reach their goals	I call attention to what others can get for what they accomplish
I give personal attention to others who seem rejected	Pearson Correlation	1	.571**	.492**	.453**
	Sig. (2-tailed)		.000	.000	.000
	N	211	211	211	211
I help others develop themselves	Pearson Correlation	.571**	1	.622**	.511**
	Sig. (2-tailed)	.000		.000	.000
	N	211	211	211	211
I provide recognition when others reach their goals	Pearson Correlation	.492**	.622**	1	.594**
	Sig. (2-tailed)	.000	.000		.000
	N	211	211	211	211
I call attention to what others can get for what they accomplish	Pearson Correlation	.453**	.511**	.594**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	211	211	211	211

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

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.787
Bartlett's Test of Sphericity	Approx. Chi-Square	299.594
	df	6
	Sig.	.000

Communalities

	Initial	Extraction
I give personal attention to others who seem rejected	.373	.444
I help others develop themselves	.491	.623
I provide recognition when others reach their goals	.499	.632
I call attention to what others can get for what they accomplish	.401	.480

Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.624	65.609	65.609	2.178	54.462	54.462
2	.581	14.523	80.131			
3	.450	11.240	91.371			
4	.345	8.629	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix^a

	Factor 1
I give personal attention to others who seem rejected	.666
I help others develop themselves	.789
I provide recognition when others reach their goals	.795
I call attention to what others can get for what they accomplish	.693

Extraction Method: Principal Axis Factoring.

a. 1 factors extracted. 6 iterations required.

APPENDIX 4: RELIABILITY – CRONBACH'S ALPHA RESULTS

Inspirational Motivation

Reliability Statistics

Cronbach's Alpha	N of Items
.904	4

Intellectual Stimulation

Reliability Statistics

Cronbach's Alpha	N of Items
.889	4

Individualized Consideration

Reliability Statistics

Cronbach's Alpha	N of Items
.888	4

Financial Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.846	.843	3

Operational Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.799	.799	3

Employee Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.778	.785	3

Client/Customer Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.922	3

Inspirational Management

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.714	.718	4

Individualised Management

Reliability Statistics

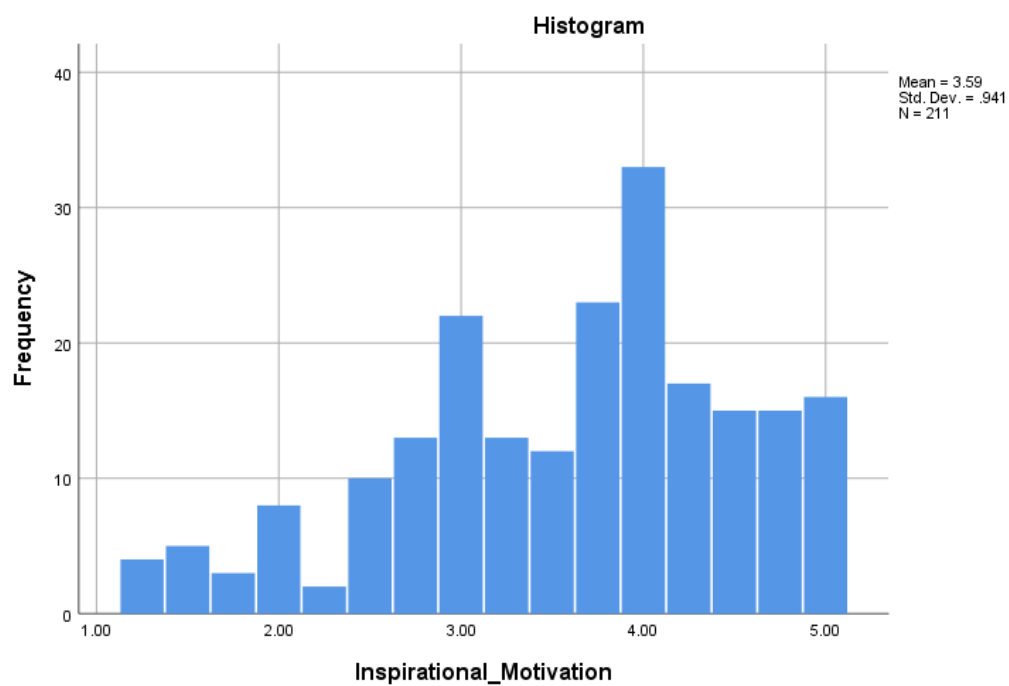
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.825	4

APPENDIX 5: NORMALITY

Descriptive Statistics – Constructs

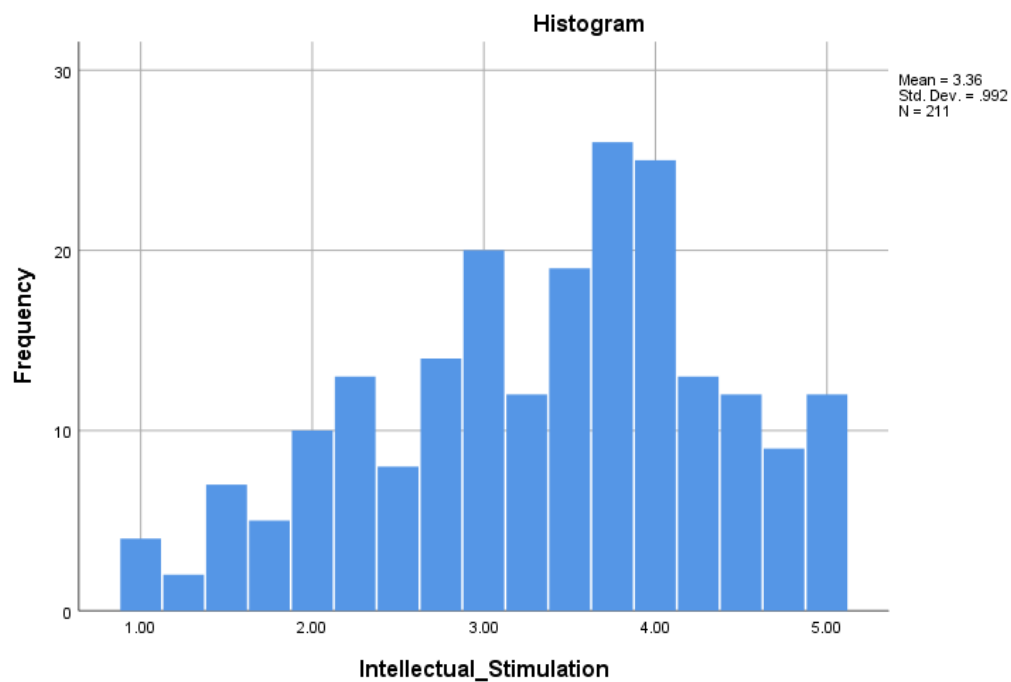
Inspirational Motivation

Inspirational_Motivation	Mean		3.5948	.06479
	95% Confidence Interval for Mean	Lower Bound	3.4671	
		Upper Bound	3.7225	
	5% Trimmed Mean		3.6363	
	Median		3.7500	
	Variance		.886	
	Std. Deviation		.94107	
	Minimum		1.25	
	Maximum		5.00	
	Range		3.75	
	Interquartile Range		1.25	
	Skewness		-.543	.167
	Kurtosis		-.311	.333



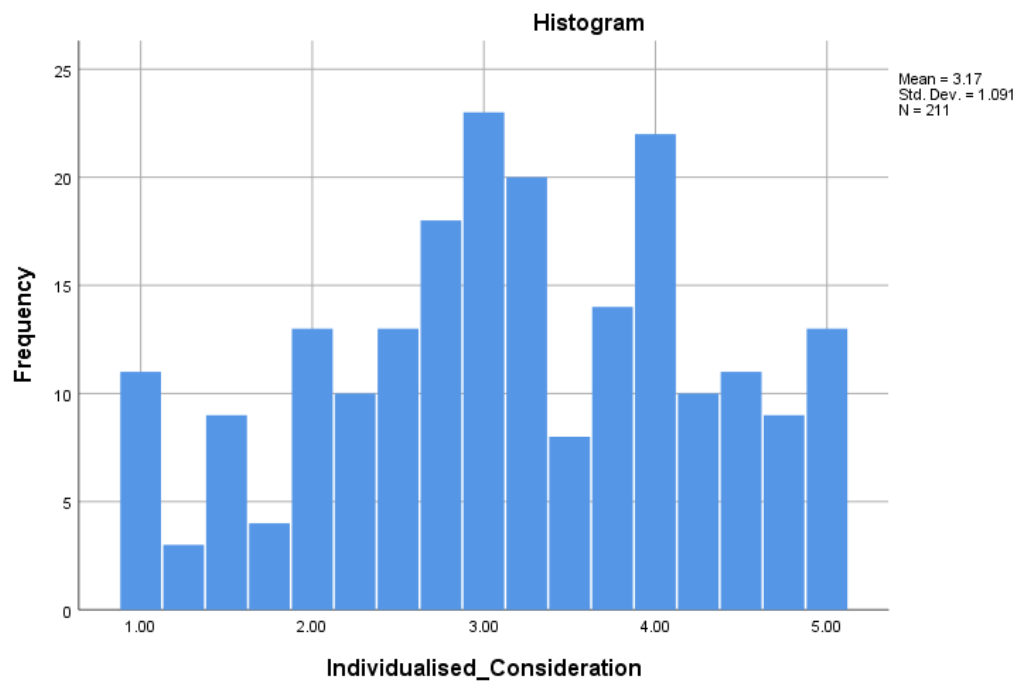
Intellectual Stimulation

Intellectual_Stimulation	Mean		3.3578	.06833
	95% Confidence Interval for Mean	Lower Bound	3.2231	
		Upper Bound	3.4925	
	5% Trimmed Mean		3.3830	
	Median		3.5000	
	Variance		.985	
	Std. Deviation		.99249	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.25	
	Skewness		-.373	.167
	Kurtosis		-.545	.333



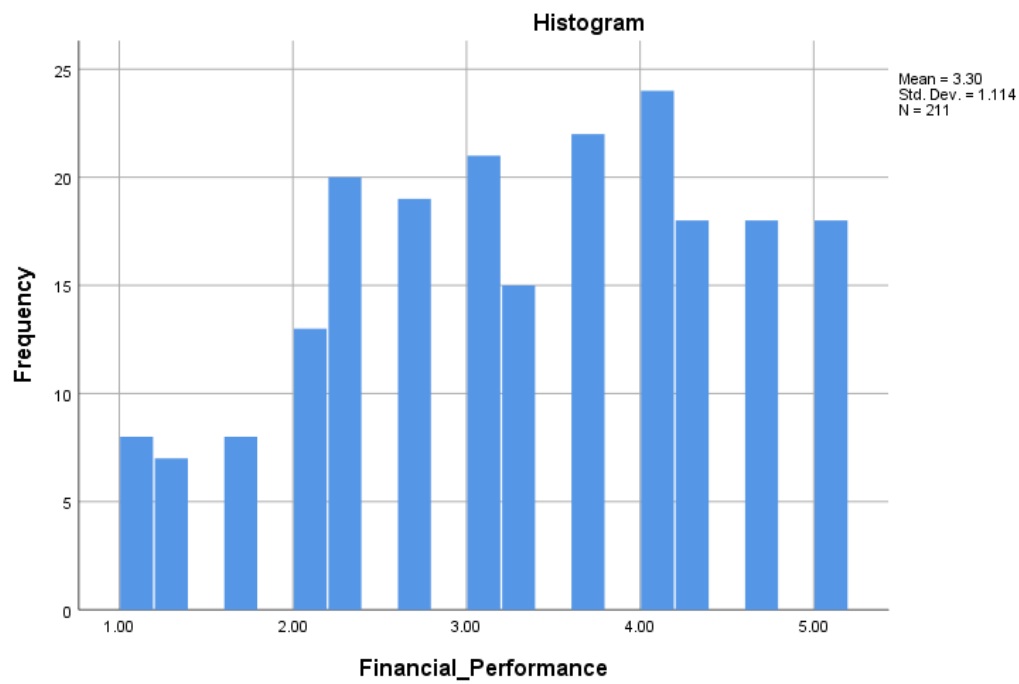
Individualized Consideration

Individualised_Consideration	Mean		3.1659	.07511
	95% Confidence Interval for Mean	Lower Bound	3.0178	
		Upper Bound	3.3139	
	5% Trimmed Mean		3.1843	
	Median		3.2500	
	Variance		1.190	
	Std. Deviation		1.09097	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.50	
	Skewness		-.180	.167
	Kurtosis		-.737	.333



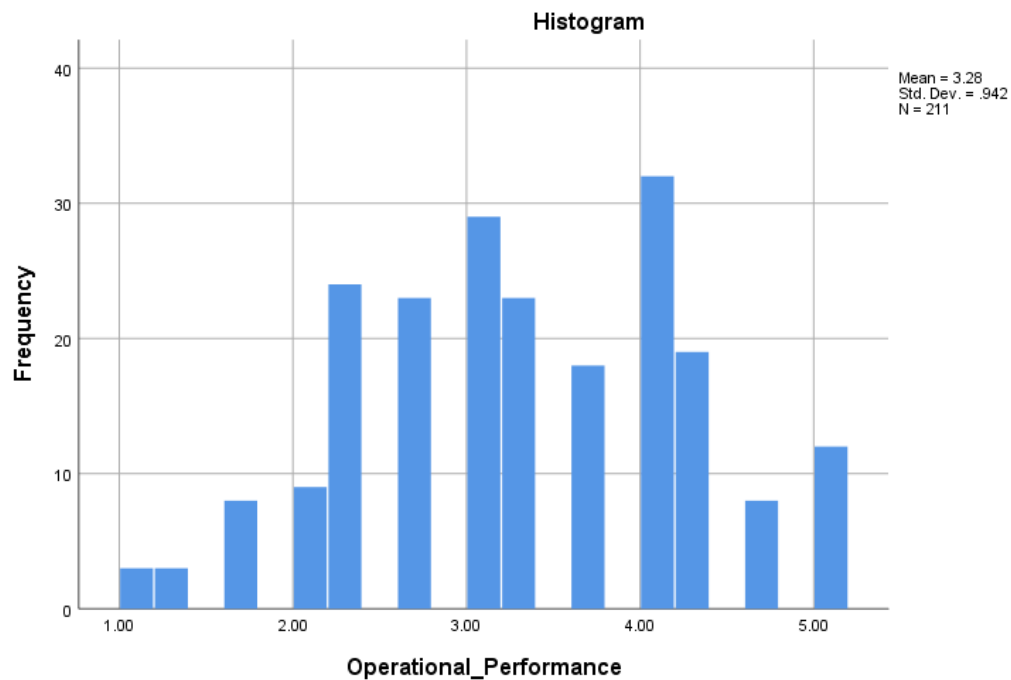
Financial Performance

Financial_Performance	Mean		3.2971	.07670
	95% Confidence Interval for Mean	Lower Bound	3.1459	
		Upper Bound	3.4483	
	5% Trimmed Mean		3.3257	
	Median		3.3300	
	Variance		1.241	
	Std. Deviation		1.11408	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		2.00	
	Skewness		-.249	.167
	Kurtosis		-.871	.333



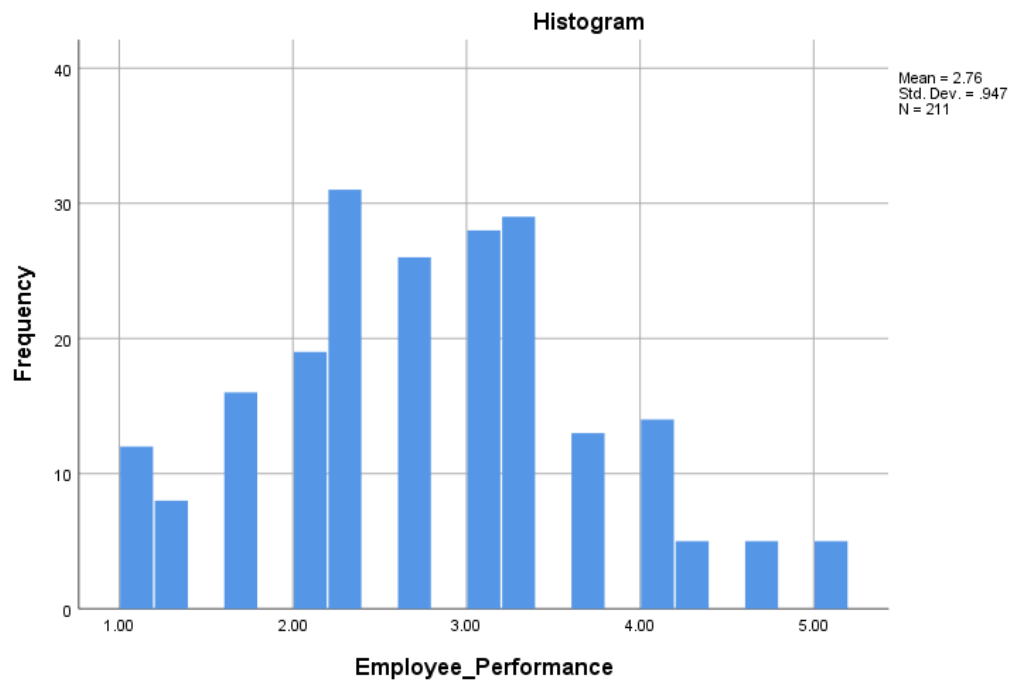
Operational Performance

Operational_Performance	Mean		3.2842	.06484
	95% Confidence Interval for Mean	Lower Bound	3.1564	
		Upper Bound	3.4120	
	5% Trimmed Mean		3.2945	
	Median		3.3300	
	Variance		.887	
	Std. Deviation		.94179	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.33	
	Skewness		-.122	.167
	Kurtosis		-.598	.333



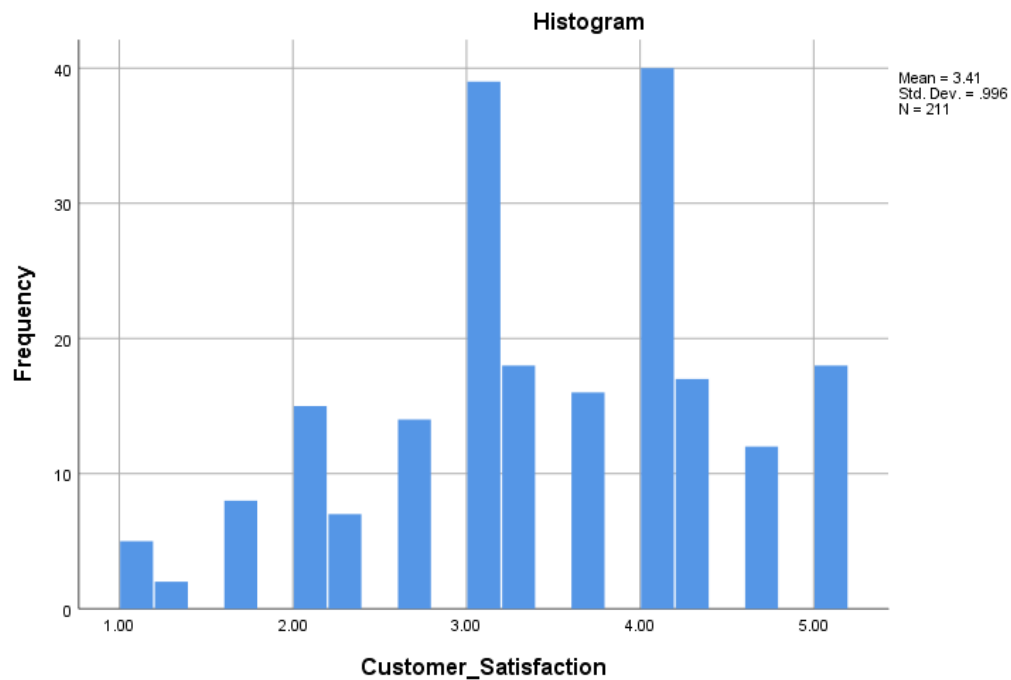
Employee Performance

Employee_Performance	Mean		2.7644	.06521
	95% Confidence Interval for Mean	Lower Bound	2.6359	
		Upper Bound	2.8930	
	5% Trimmed Mean		2.7489	
	Median		2.6700	
	Variance		.897	
	Std. Deviation		.94726	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.33	
	Skewness		.168	.167
	Kurtosis		-.329	.333



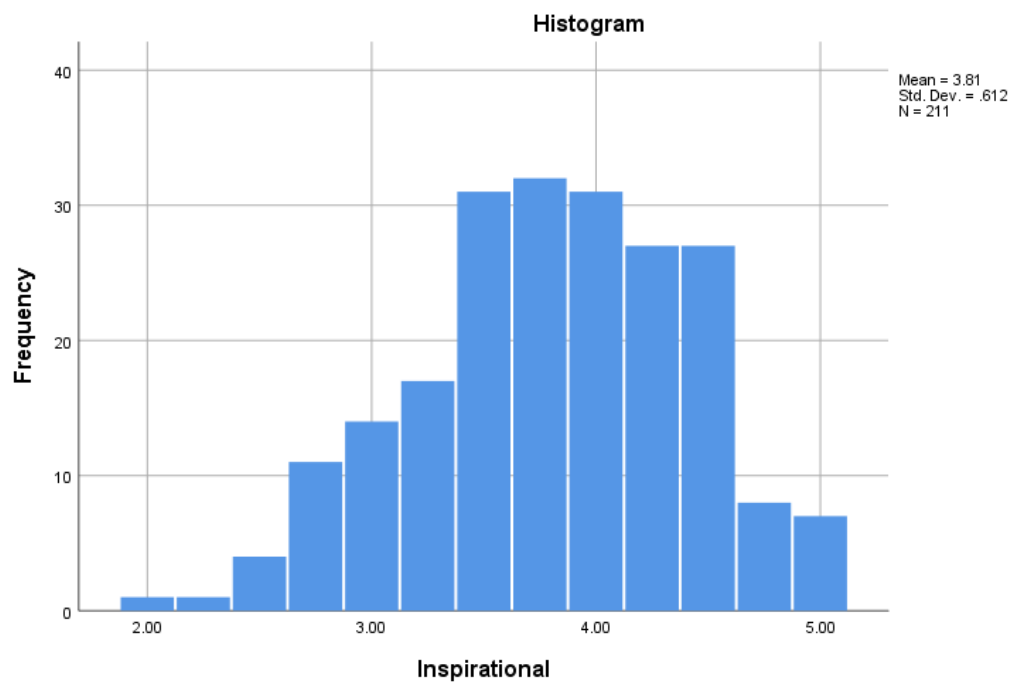
Client/Customer Satisfaction

Customer_Satisfaction	Mean		3.4124	.06855
	95% Confidence Interval for Mean	Lower Bound	3.2773	
		Upper Bound	3.5475	
	5% Trimmed Mean		3.4422	
	Median		3.3300	
	Variance		.991	
	Std. Deviation		.99568	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		-.354	.167
	Kurtosis		-.468	.333



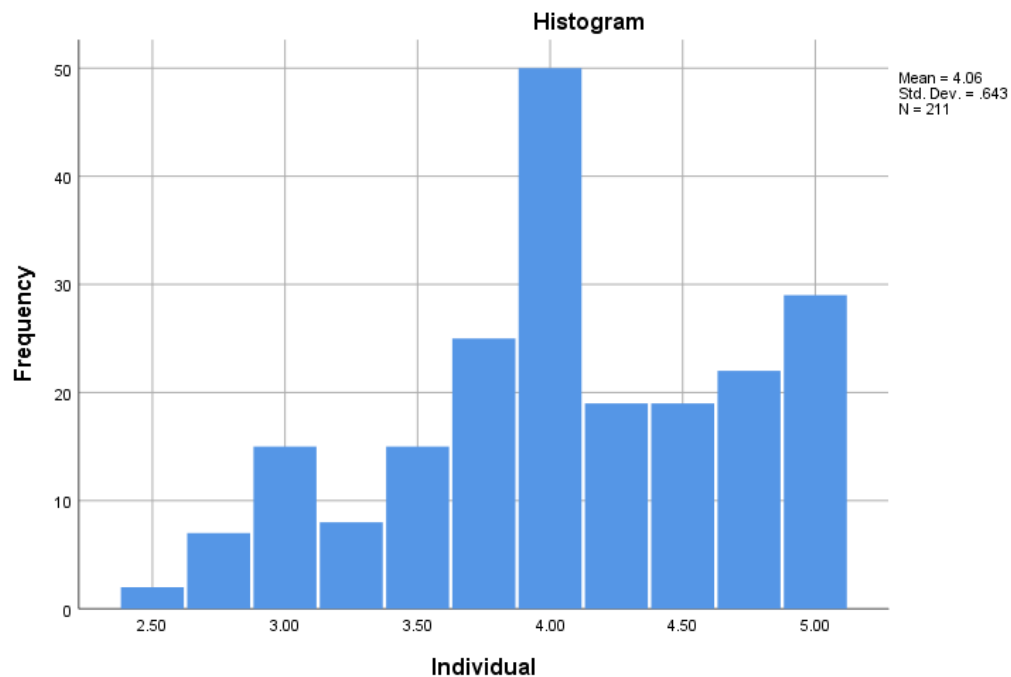
Inspirational Management

Inspirational	Mean		3.8081	.04215
	95% Confidence Interval for Mean	Lower Bound	3.7250	
		Upper Bound	3.8912	
	5% Trimmed Mean		3.8171	
	Median		3.7500	
	Variance		.375	
	Std. Deviation		.61228	
	Minimum		2.00	
	Maximum		5.00	
	Range		3.00	
	Interquartile Range		.75	
	Skewness		-.270	.167
	Kurtosis		-.336	.333



Individualised Management

Individual	Mean		4.0628	.04424
	95% Confidence Interval for Mean	Lower Bound	3.9756	
		Upper Bound	4.1500	
	5% Trimmed Mean		4.0843	
	Median		4.0000	
	Variance		.413	
	Std. Deviation		.64265	
	Minimum		2.50	
	Maximum		5.00	
	Range		2.50	
	Interquartile Range		.75	
	Skewness		-.299	.167
	Kurtosis		-.599	.333



APPENDIX 6: REGRESSION RESULTS

Appendix 6A: The relationships with Financial Performance

A multiple regression analysis was conducted to test the relationships between the elements of transformational leadership and financial performance.

Table 16: Model Summary: Financial Performance Relationships

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.278 ^a	.077	.064	1.07792	1.983
a. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation					
b. Dependent Variable: Financial_Performance					

Table 16 presents the model summary for the multiple regression analysis. The low R-squared value indicates that the independent variables are not sufficiently explaining the dependent variable.

Table 17: Regression ANOVA: Financial Performance Relationships

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.127	3	6.709	5.774	.001 ^b
	Residual	240.517	207	1.162		
	Total	260.645	210			
a. Dependent Variable: Financial_Performance						
b. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation						

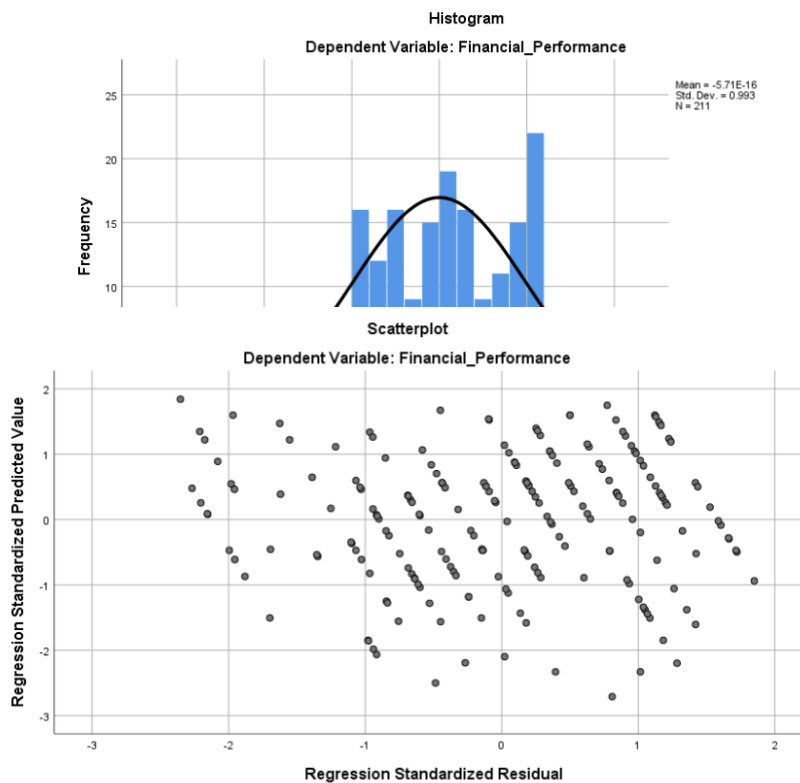
Table 17 presents the model fit results. A significant F-statistic indicates that at least one independent variable has a relationship with the dependent variable.

Table 18: Coefficients: Financial Performance Relationships

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.191	.302		7.251	.000
	Inspirational_Motivation	.258	.118	.218	2.183	.030
	Intellectual_Stimulation	-.094	.136	-.083	-.689	.492
	Individualised_Consideration	.155	.119	.152	1.303	.194

a. Dependent Variable: Financial_Performance

Table 18 shows that there is a significant positive relationship between inspirational motivation and financial performance ($\beta = 0.218$, $p\text{-value} = 0.030$). The regression residual assumptions are also validated in the screenshots below.



Appendix 6B: The relationships with Operational Performance

A multiple regression analysis was conducted to test the relationships between the elements of transformational leadership and operational performance.

Table 19: Model Summary: Operational Performance Relationships

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.389 ^a	.151	.139	.87406	2.089
a. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation					
b. Dependent Variable: Operational_Performance					

Table 19 presents the model summary for the multiple regression analysis. The low R-squared value indicates that the independent variables are not sufficiently explaining the dependent variable.

Table 20: Regression ANOVA: Operational Performance Relationships

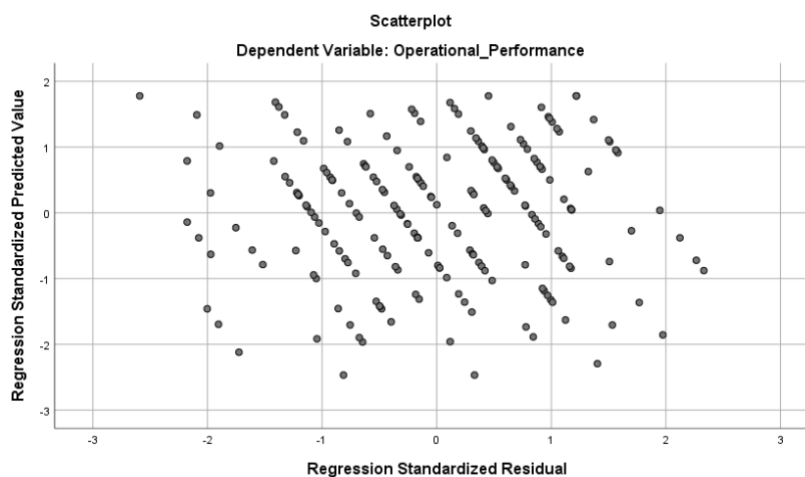
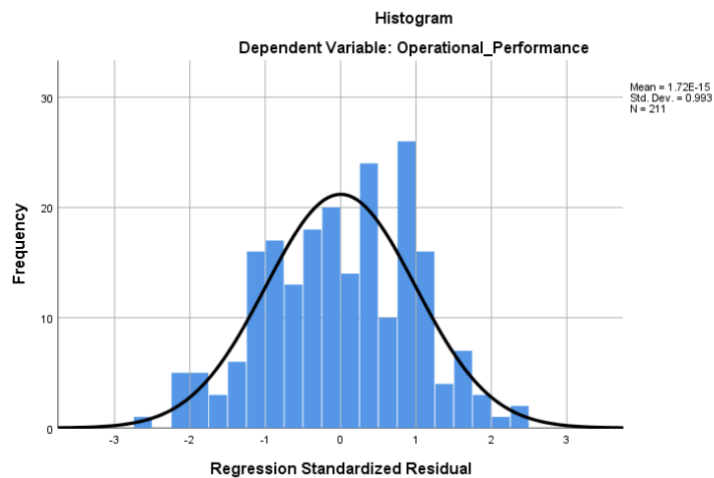
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.118	3	9.373	12.268	.000 ^b
	Residual	158.145	207	.764		
	Total	186.263	210			
a. Dependent Variable: Operational_Performance						
b. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation						

Table 20 presents the model fit results. A significant F-statistic indicates that at least one independent variable has a relationship with the dependent variable.

Table 21: Regression Coefficients: Operational Performance Relationships

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.960	.245		8.001	.000
	Inspirational_Motivation	.105	.096	.105	1.095	.275
	Intellectual_Stimulation	.149	.110	.157	1.351	.178
	Individualised_Consideration	.141	.097	.163	1.458	.146
a. Dependent Variable: Operational_Performance						

Table 21 shows that no statistically significant relationships exist between any of the independent variables and operational. The regression residual assumptions are also validated in the screenshots below.



Appendix 6C: The relationships with Employee Performance

A multiple regression analysis was conducted to test the relationships between the elements of transformational leadership and employee performance.

Table 22: Model Summary: Employee Performance Relationships

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.511 ^a	.261	.251	.82003	2.162

a. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation

b. Dependent Variable: Employee_Performance

Table 22 presents the model summary for the multiple regression analysis. The moderate R-squared value indicates that the independent variables are explaining and adequate degree of variation in the dependent variable.

Table 23: Regression ANOVA: Employee Performance Relationships

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.237	3	16.412	24.407	.000 ^b
	Residual	139.196	207	.672		
	Total	188.432	210			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation

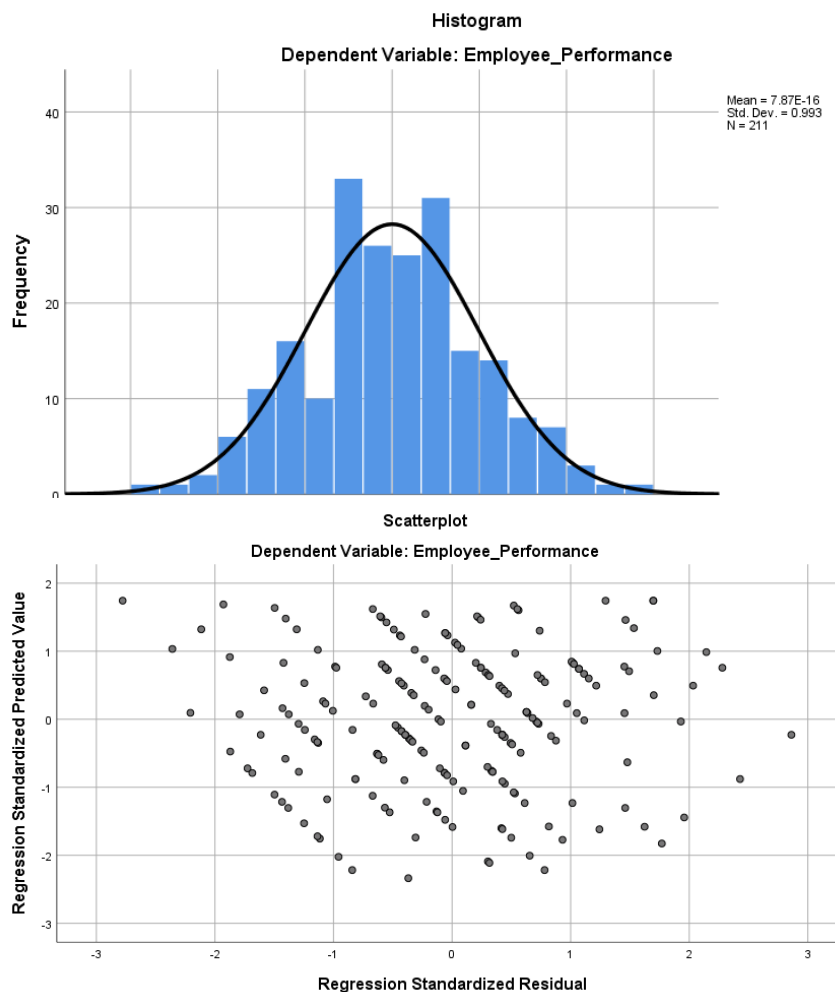
Table 23 presents the model fit results. A significant F-statistic indicates that at least one independent variable has a relationship with the dependent variable.

Table 24: Regression Coefficients: Employee Performance Relationships

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.221	.230		5.314	.000
	Inspirational_Motivation	-.033	.090	-.033	-.367	.714
	Intellectual_Stimulation	.239	.103	.250	2.310	.022
	Individualized_Consideration	.272	.091	.313	2.995	.003

a. Dependent Variable: Employee_Performance

Table 24 shows that there is a significant positive relationship between intellectual stimulation and employee performance ($\beta = 0.250$, $p\text{-value} = 0.022$). Similarly, a significant positive relationship exists between individualized consideration and employee performance ($\beta = 0.250$, $p\text{-value} = 0.003$). The regression residual assumptions are also validated in the screenshots below.



Appendix 6D: The relationships with Client/Customer Satisfaction

A multiple regression analysis was conducted to test the relationships between the elements of transformational leadership and customer satisfaction.

Table 25: Model Summar: Customer/Client Satisfaction Relationships

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.439 ^a	.193	.181	.90118	2.175

a. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation

b. Dependent Variable: Customer_Satisfaction

Table 25 presents the model summary for the multiple regression analysis. The low R-squared value indicates that the independent variables are not sufficiently explaining the dependent variable.

Table 26: Regression ANOVA: Customer/Client Satisfaction Relationships

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.079	3	13.360	16.450	.000 ^b
	Residual	168.109	207	.812		
	Total	208.188	210			

a. Dependent Variable: Customer_Satisfaction

b. Predictors: (Constant), Individualised_Consideration, Inspirational_Motivation, Intellectual_Stimulation

Table 26 presents the model fit results. A significant F-statistic indicates that at least one independent variable has a relationship with the dependent variable.

Table 27: Regression Coefficients: Customer/Client Satisfaction Relationships

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.785	.253		7.068	.000
	Inspirational_Motivation	.169	.099	.159	1.703	.090
	Intellectual_Stimulation	.184	.114	.183	1.618	.107
	Individualised_Consideration	.128	.100	.140	1.280	.202

a. Dependent Variable: Customer_Satisfaction

Table 27 shows that no statistically significant relationships exist between any of the independent variables and customer satisfaction. The regression residual assumptions are also validated in the screenshots below.

