

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE & MOTIVATION ON EMPLOYEE PERFORMANCE AT PHALOMBE DISTRICT HOSPITAL AND NATIONAL RECORDS AND ARCHIVES SERVICES OF MALAWI DURING COVID-19 PANDEMIC

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ABSTRACT

This paper assesses the effect of transformational leadership, organizational culture and motivation on employee performance at Phalombe District Hospital and National Records and Archives Services in Malawi during Covid-19 pandemic. It is a quantitative research whose target population is 330 with a sample size of 170 respondents that was determined using Slovin formula. After following ethical considerations, respondents were selected using random probability sampling technique. Data was collected through an online structured questionnaire and analysed by multiple linear regression analysis technique that was done using Statistical Program for Social Science (SPSS) version 26 program as an analysis tool. The research results show that partially transformational leadership has no effect on employee performance, organizational culture has no effect on employee performance and motivation has no effect on employee performance at Phalombe District Hospital and National Records and Archives Services in Malawi during the Covid-19 pandemic.

Key words: Transformational Leadership; Organizational Culture; Motivation; Employee Performance; Covid-19 Pandemic; Phalombe District Hospital; National Records and Archives Service of Malawi

1. Introduction

1.1 Background of the Problem

After it had an impact on economies, the World Health Organisation (2020) classified the fictional Covid-19 as a pandemic. As a result of the pandemic's persistence, according to Kniffin et al. (2020), it is essential to consider the Covid-19 pandemic's effects on virtually all work-related practises. The variety of ways that Covid-19 has adversely affected people and their work around the world calls for immediate attention, concern, and action.

The Covid-19 workplace standards and national readiness and response plan were implemented by the Malawian government, and they address health and safety measures for safeguarding employees in the workplaces as well as employment, earnings, the economy, and labour demand (Thula et al., 2020). Institutional and interpersonal inefficiencies, poor service delivery, and other issues plague Malawi's public sector (MW2063 document).

1.2 Formulation of the Problem

On one side of the coin, Prabowo et al., (2018) find that job satisfaction fully mediated the influence of transformational leadership toward employee performance. On the other side of the coin, they find that transformational leadership has no significant influence on employee performance. Worse still, even in during Covid-19 pandemic, Kamar et al., (2019) demonstrated that transformational leadership has not significant effect on the employee performance. These research results disagree hence attracting

further attention. These research disagreements propels curiosity of the question which is 'what is the effect of transformational leadership on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during the Covid-19 pandemic?'

While Fitria (2018) and Mahendra et al., (2022) discovered that organisational culture has a positive and significant effect on employee performance, Sapta et al., (2021) research findings show that organisational culture does not have a positive or direct impact on employee performance. In a similar vein, Paramita et al. (2020) demonstrate that organisational culture has little impact on worker performance. These findings reveal a significant research gap that begs for additional investigation. This leads to the development of a research question, "What is the effect of organisational culture on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during covid-19 pandemic?"

Despite the fact that extrinsic motivation, rather than intrinsic motivation, affects employee performance, Nilasari et al.'s study from 2021 found the opposite. Therefore, greater attention and research are needed. 'What is the influence of motivation on employee performance?' is the research question that this status call elicits. No study has recently examined the impact of motivation, organisational culture, and transformational leadership on worker performance at Phalombe District Hospital and the National Records and Archives Service of Malawi during the COVID-19 pandemic.

1.2 Research Objectives

The main objective of this study is to assess the effect of some factors on employee performance during Covid-19 pandemic at Phalombe District Hospital and National Records and Archives Service of Malawi. The following are the specific objectives as this paper seeks:

1. To examine the effect of transformational leadership on employee performance during Covid-19 pandemic.
2. To examine the effect of organizational culture on employee performance during Covid-19 pandemic.
3. To examine the effect of motivation on employee performance during Covid-19 pandemic.

2. Literature Review

2.1 Employee Performance

Employee performance is the output of work in terms of quality and quantity that an employee achieves while doing his or her duties, according to Ekowati et al. (2019). Gomes claims that there are eight factors that determine an employee's performance, including quantity of work, quality of work, job knowledge, creativity, cooperation, reliability, initiative, and personal attributes.

2.2 Transformational Leadership

Bass (1996) described transformational leadership as the capacity of a leader to exert influence over his followers. According to Bass (1990), charismatic leadership refers to a leader's capacity to inspire pride, trust, and respect in their followers as well as their ability to clearly convey the goals and objectives of the organisation they are in charge of. The seven characteristics of transformational leadership are: fostering subordinates' confidence and trust; being admired and acting as a role model; speaking enthusiastically and optimistically; encouraging the expression of ideas from

subordinates; encouraging innovative thinking; involving subordinates in decision-making; and taking into account the needs and abilities of subordinates (Riyanto et al., 2021).

2.3 Effect of Transformational Leadership on Employee Performance

First of all, the research findings from Baig et al. (2019) demonstrate that transformational leadership significantly affects employee performance. To elaborate, favourable findings from studies by Lor & Hassan (2017), Roz (2019), Anshori et al (2020), and Ekhsan & Setiawan (2021) show that transformational leadership style has a positive and significant impact on employees.

However, according to research by Prabowo et al. (2018), transformational leadership has no appreciable impact on worker performance. Even worse, Kamar et al. (2019) found that transformational leadership had no discernible impact on employee performance even during the Covid-19 pandemic. The research findings conflict, rendering the aforementioned context meaningless. This calls for the initial theory, which is: H1: Employee performance is positively and significantly impacted by transformational leadership at Phalombe District Hospital and National Records and Archives Service of Malawi.

2.4 Organizational Culture

According to Bisbey et al. (2019), organisational culture or corporate culture is frequently described as values and symbols that are understood and displayed by an organisation to make its members feel like they are a part of a single family and to distinguish it from other organisations. According to Hofstede (1980), power distance, aversion to uncertainty, individuality against collectivism, and femininity versus masculinity are all signs of organisational culture.

2.5 Effect of Organizational Culture on Employee Performance

First, Mahendra et al.'s (2022) research reveals that organisational culture and work environment both have positive and significant effects on employee performance. This is in addition to the work environment's positive and significant effects on employee performance, which are found to occur simultaneously. In a similar vein, Fitria (2018) discovers a direct positive relationship between organisational culture and employee performance as well as a direct positive relationship between trust and employee performance. However, a favourable or direct effect on worker performance. The findings of the study by Atikah and Qomariah (2020) with a positive path coefficient value of 0.023 and a significance value of 0.439 show that organisational culture has no discernible impact on instructor performance. Furthermore, Paramita et al.'s (2020) research demonstrates that organisational culture has little impact on workers' productivity. This necessitates the second hypothesis, H2, which is as follows: organisational culture at Phalombe District Hospital and National Records and Archives Service of Malawi during Covid-19 epidemic has a favourable effect on employee performance.

2.5 Motivation.

According to Bufford, Bedeian, and Lindner (1995), intrinsic and extrinsic motivation are the two main types. Intrinsic motivation is defined as the activation of goal-oriented behaviour. While Mitchell et al., 2020 explain that extrinsic motivation arises when there are triggering factors from outside the employee, such as security, working conditions, company policies, status, compensation, and interpersonal

relationships, they also say that intrinsic motivation is related to satisfaction with oneself and can be reflected in achievement, recognition, acceleration, the work itself, responsibility, and personal growth. According to Herzberg's two-factor approach, elements that influence behaviour include both hygiene and motivational aspects (Chitiris, 1988; Noermijati, 2013). The eleven indications comprised of these two dimensions are initiative, promotion in the hierarchy, the actual content of the work, opportunities for learning and growth, merit bonuses, business policies, and interactions with others.

2.6 Effect Motivation on Employee Performance

There are considerable discrepancies in recent research on the impact of motivation on work performance. To begin with, Bawono & Setyadi's study (2020) discovered that work motivation has a favourable and significant impact on performance. The findings of the Nasution and Priangkatara (2022) study further demonstrate that employee performance compliance is significantly influenced by work motivation. Yulianti's findings from 2021 show that work motivation is a key psychological factor for nurses in improving their performance, even during the Covid-19 pandemic. In a similar vein, Sembiring et al. (2020) discover that compensation and job motivation both have an impact on employee performance, with compensation being the most significant factor for bank personnel. Recent researches on the effect of motivation on employ performance show some disparities. Firstly, Bawono & Setyadi (2020)'s study found that work motivation has a positive and significant effect on the performance. In addition, Nasution and Priangkatara (2022) study results communicate that work motivation has a significant effect on employee performance compliance. Even during the Covid-19 pandemic, Yulianti (2021) findings reflect that work motivation is a significant psychological component for nurses in boosting their performance. In the same vein, Sembiring et al (2020) finds that remuneration and work motivation simultaneously affected employee performance and remuneration was the most dominant influence on the performance of banking employees.

Despite the above comprehensive findings, Nelizulfa (2018) study results reflects that there is no influence that exists between employee motivation variables on employee performance. This scenario stimulates the third hypothesis which is: H3: Motivation a positive and significant effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during Covid-19 pandemic.

2.7. Research Framework

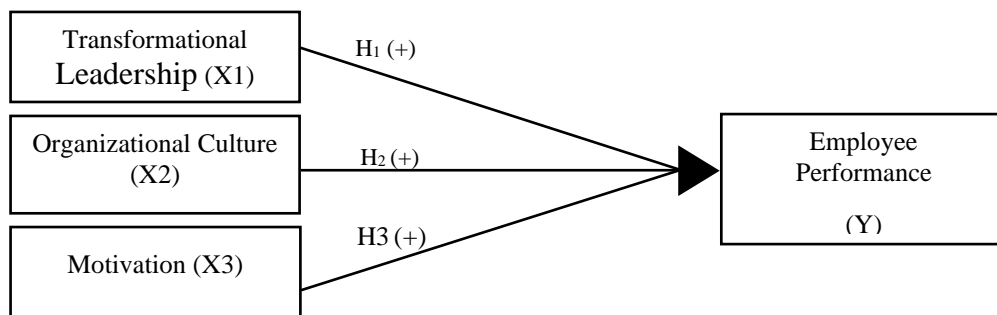


Figure 1. Research Framework

3. Research Methodology

In terms of research design, this paper is a quantitative research. The study population comprises an estimate of 330 civil servants of Phalombe District Hospital and National Records and Archives Service of Malawi. Civil servants from Phalombe District Hospital provide health service while those from the National Records and Archives Service (NRAS) of Malawi manage, preserve and provide access to records and archival materials in Malawi. Specifically, the respondents are the civil servants who are the technical people at these two public institutions. Sampling technique is done using random probability sampling to ensure that there was no bias. The sample size of 181 was reached using Slovin method. After ensuring ethical considerations such as confidentiality, anonymity and consent, the primary data was generated by an online structured questionnaire that addressed the specific objectives of this study. The questionnaire was subjected to both validity and reliability tests. The alternatives were framed according to the five point Likert scale that ranges from 1=strongly disagree to 5=strongly agree to solicit information about employee performance.

In terms of data analysis technique, the following tests were taken: validity test, reliability (instrument tests), normality test, multicollinearity test, heteroscedasticity test (classical assumption test), the model fit test, coefficient of determination test (R^2) multiple linear regression test, t- test (partial test).

4. Results and Discussion

4.1 Response rate

After passing validity and reliability tests, a total of 181 online questionnaires were disbursed to respondents in a Google form and only 170 were returned and this gave a 94% response rate.

4.2 Social Demographics Characteristics:

4.2a Ages of Participants

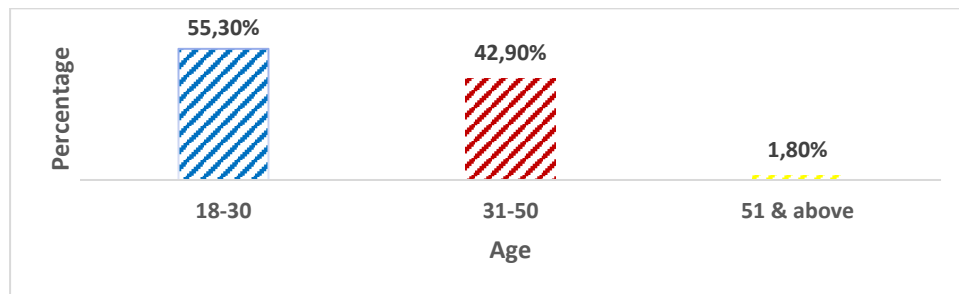


Figure 4.1: Age of Respondents

The above figure 4.1 illustrates the age range of the sample. This table manifests that the majority of the employees are concentrated in age range of 18-30. They are represented by 55.30% (n =95) followed by those employees whose ages range from 31-50 and they curve 42.90% (n=72). Lastly, there employees whose ages start from 51 and above and they reflect 1.80% (n=3).

4.2b Gender of Participants

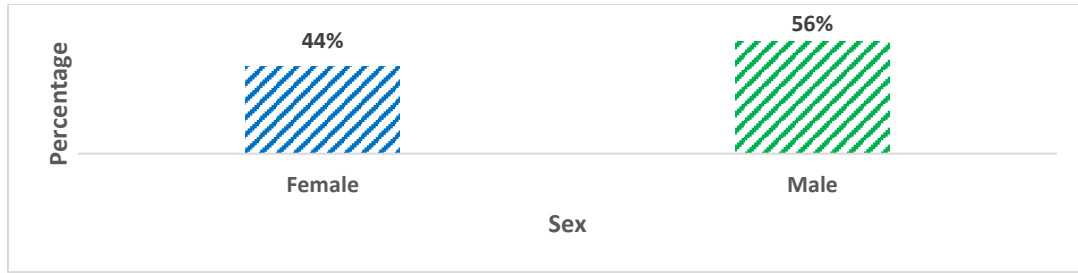


Figure 4.2: Sex of Respondents

4.2c Education of Respondents

Based on figure 4.2 above, 56% (n=95) of the participants of this study are male and 44% (n=75) are females. This entails that the majority of those who took part in this research are males as compared to females.

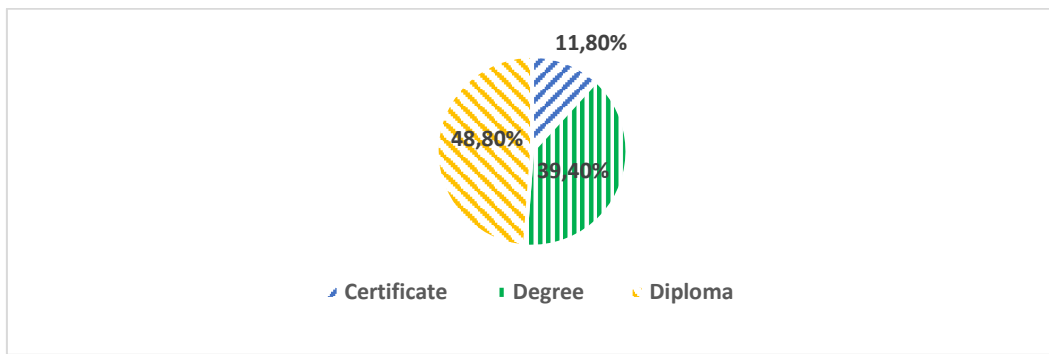


Figure 4.3: Certificates of Respondents

The above figure 4.3 demonstrates educational background of the respondents in health, education, records management and human resources. It specifically illustrates that 11.80% (n= 20) hold a certificates, 39.40 % (n= 67) have diplomas and 48.80% (n=83) are degree holders.

4.2d Work Experience of Respondents

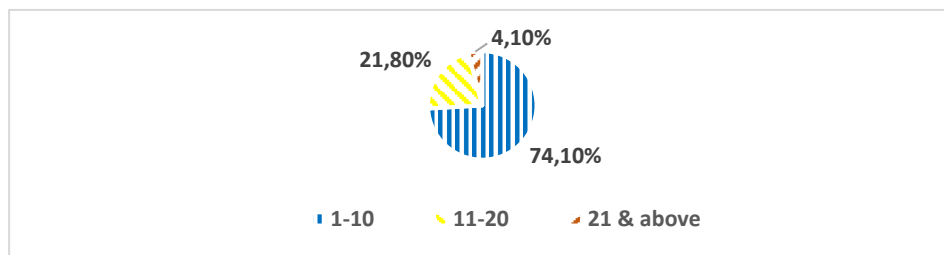


Figure 4.4: Years of Experience

In terms of work experience, the figure 4.4 above shows that 4.10% (n=7) represents those participants whose years of work experience is 21 years and above. This is followed by those whose years of work experience ranges from 11-20 and they cover 21.80% (n=37) of the sample. However, the majority of the participants' years of work experience congested in the 74.10% (n=126).

4.2 Normality test

This study used one sample Kolmogorov-Smirnov test to test normality. Data is said to be normal if it has Sig value > 0.05 . Observe in the table below: **able 4.1**
Normality Test Results

Test of Normality						
	Kolmogorov –Smirno^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Employee Performance	0.051	170	0.200	0.985	170	0.070
* This is the lower bound of true significance						
a. Lilliefors Significance Correction						

The above table 4.1 shows results of the one sample Kolmogorov-Smirnov test shows values of Sig 0.20 and 0.07 > 0.05 , therefore, the data is declared to be normally distributed.

4.3 Heteroscedasticity

Table 4.2
Heteroscedasticity

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.844	1.972		4.484	.000
	Organizational Culture	.038	.077	.046	.503	.616
	Transformational Leadership	.000	.037	-.001	-.008	.993
	Motivation	.004	.052	.009	.086	.932

a. Dependent Variable: ANSUT

Glejser's test stated that heteroscedasticity test demonstrated that each variable has a significant value > 0.05 as such it can be concluded that the regression model had no heteroscedasticity as illustrated by in the table 4.2 above.

4.4 Multicollinearity Test

Table 4.3
Collinearity Statistics

Variable	Collinearity Statistics		Decision
	Tolerance	VIF	
Transformational Leadership	0.477	2.096	No multicollinearity
Organisational Culture	0.64	1.562	No multicollinearity
Motivation	0.399	2.505	No multicollinearity

A summary results of the multicollinearity test revealed that the values of TOL > 0.1 and VIF value < 10 so it can be concluded that each variable is declared free of multicollinearity symptoms. This is shown in the table 4.3 above.

Table 4.4

Model Summary

Model Summary ^b				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.590 ^a	.348	.328	4.58678
a. Predictors: (Constant), Transformational Leadership, Organisational Culture and Motivation,				
b. Dependent Variable: Employee Performance				

The table 4.4 above show the results of the model fit test show the value of Adjusted R-Square of 0.328 or 32.8%. This means that variations in employee performance variable are influenced by occupation health and safety, work environment, organizational culture, transformational leadership and motivation. The remaining 67.2 % is influenced by other variables that are not captured in the table 4.4 above.

To determine whether the regression model is included in the fit model then the F-test is carried out which is explained in the table 4.3 below:

Table 4.5
F-Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1839.802	5	367.960	17.490	.000 ^b
	Residual	3450.321	164	21.039		
	Total	5290.124	169			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Transformational Leadership Organisational Culture and Motivation						

The table 4.5 above show results of the F test with a Sig value of 0.000 < 0.05 with an F value of 17.490, as such it can be concluded that the regression model in this study is included in the fit category.

4.5 Multiple Linear Regression Test

The summary results of multiple regression analysis can be seen in the table below:

Table 4.6
Multiple Linear Regression Test Results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.9	1.890		8.412	0.000
	Transformational Leadership	-.0046	0.054	-0.078	-0.850	0.397
	Organisational Culture	-.011	0.111	-0.008	-0.098	0.922
	Motivation	0.024	0.058	0.041	0.406	0.685
a. Dependent Variable: Employee Performance						

From the above table 4.6, the multiple linear regression equation that is developed is

$$Y = 15.9 - 0.046TL - 0.011OC + 0.024M + e \quad (1)$$

- a. The constant value (α) of 15.9 implies that employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi is 15.9 when transformational leadership (TL) organizational culture (OC) and motivation (M) are zero.
- e. The value of $\beta_1 = -0.046$ implies that if the transformational leadership (TL) increases by 1 unit then the performance of employees at Phalombe District Hospital and National Records and Archives Service of Malawi will decrease by -0.046 assuming that organizational culture (OC) and motivation (M) are considered constant.
- c. The value of $\beta_2 = -0.011$ implies that if organizational culture (OC) increases by 1 unit then the performance of employees of Phalombe District Hospital and National Records and Archives Service of Malawi will decrease by -0.011 assuming transformational leadership (TL) and motivation (M) are considered constant.
- f. The value of $\beta_3 = 0.024$ implies that if motivation (M) increases by 1 unit then the performance of employees at Phalombe District Hospital and National Records and Archives Service of Malawi will increase by 0.024 assuming that transformational leadership (TL) and organizational culture (OC) are considered constant.

4.7 T- Test (Partial Test)

Hypothesis testing is taken from the t-test value and the sig value in the following table:

**Table 4.7
T- Test (Partial Test) Results**

Coefficients						
1	Model	Unstandardized Coefficient		Unstandardized Coefficient	T	Sig.
		B	Std. Error			
	Constant	15,900	1.890		8.412	.000
	Organizational Culture	.011	.111	-.008	-0.098	.922
	Transformational Leadership	.046	.054	-.078	-0.850	.397
	Motivation	.025	.058	.041	0.406	.685
Dependent Variable: Employee Performance						

4.7 a. Effect of Transformational Leadership on Employee Performance at Phalombe District Hospital and National Records and Archives Service of Malawi.

From the figure 4.7 above, the tcount value for transformational leadership Organizational culture is $-0.850 < t_{table}$ value of 1.973 with a sig value of $0.397 > 0.05$. This means that H_0 is accepted and H_a is rejected. Therefore, it can be concluded that the first hypothesis which stated that transformational leadership has positive and significant effect on performance at Phalombe District Hospital is rejected. The finding of this research is that transformational leadership has no effect on employee performance.

These results do not augur well with the first hypothesis which stipulated that transformational leadership has a positive and significant effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during Covid-19 pandemic.

The results of this research agree with those done by Prabowo et al., (2018), Kamar et al (2019) which portray that transformational leadership has no influence on employee performance. However, these results are in contrast with those of Lor &

Hassan (2017), Roz (2019), Baig et al, (2019), Anshori et al (2020), Ekhsan & Setiawan (2021) whose findings demonstrate that transformational leadership has a positive and significant influence on employee performance.

4.7b Effect of Organizational Culture on Employee Performance at Phalombe District Hospital and National Records and Archives Service of Malawi

From the figure 4.7 above, the tcount value for organizational culture is $-0.098 < t_{table}$ value of 1.973 with a sig value of $0.922 > 0.05$. This means that H_0 is accepted and H_a is rejected. Therefore, it can be concluded that the second hypothesis which stated that organizational culture has positive and significant effect on performance at Phalombe District Hospital and National Records and Archives Service of Malawi is accepted. Therefore, organizational culture has no effect on performance at Phalombe District Hospital and National Records and Archives Service of Malawi

The results of this research depicts that organizational culture has no effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during Covid-19 pandemic. These results are in agreement with the third hypothesis of the research which was that organizational culture does not have a positive and significant effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during the Covid-19 pandemic.

Moreover, the finding of this study are in line to Paramita et al., (2020) study whose findings revealed that that organizational culture does not significantly affect employee performance. These research findings are however against that of Mogi et al, (2022) results showed that the organizational culture variable had an effect on employee performance. Similarly, the research results are not congruent with the result of the research done by Sapta et al., (2021) and Mahendra et al., (2022) who found that organizational culture has a positive and significant effect on the employee performance

4.7c Effect of Motivation on Employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi

From the figure 4.7 above, the tcount value for motivation is $0.406 < t_{table}$ value of 1.973 with a sig value of $0.685 > 0.05$. This means that H_0 is accepted and H_a is rejected. Therefore, it can be concluded that the third hypothesis which stated that motivation has positive and significant effect on performance at Phalombe District Hospital is rejected. As such, this research finds that motivation has no effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi.

On one hand, the research results of this study agrees with what Nelizulfa (2018) study found whose research results depict that there is no influence that exists between employee motivation on employee performance. On the other hand, the research findings of this study partially disagrees with Bawono & Setyadi (2020)'s study which found that work motivation has a positive and significant effect on the performance.

5. Conclusion

The following are the conclusions drawn from this study. Firstly, transformational leadership has effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi. Organizational culture no effect on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi. Thirdly motivation has no effect on the employee

performance at Phalombe District Hospital and National Records and Archives Service of Malawi.

Suggestions

1. There must be a further study on how transformational leadership, organizational culture and motivation on employee performance at Phalombe District Hospital and National Records and Archives Service of Malawi during post covid-19 pandemic.
2. A follow up research should consider investigating how transformational leadership, organizational culture and motivation affect employee performance using offline questionnaire. .

Limitations

1. The online data collection automatically excluded other potential respondents due to lack of electronic gadgets

Implications

- 1 The management at Phalombe District Hospital and National Records and Archives Service of Malawi should consider another leadership style that may have a positive effect on employee performance.
2. Review organizational culture at Phalombe District Hospital and National Records and Archives Service of Malawi to create an organizational culture that is supportive to employee performance
3. The management at Phalombe District Hospital and National Records and Archives Service of Malawi can do better than they do in terms of motivating employees.

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