



Influence of Transformational Leadership on Organizational Culture in the Ministry of Culture and Sports, Tanzania

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Abstract: The study assessed the influence of transformational leadership on organizational culture for Tanzanian public sports organizations. Transformational leadership was measured by idealized influence, inspirational motivation, intellectual and individualized consideration dimensions. The culture was measured by sayings/slogans, rituals, clothing and office arrangement. The study utilized 153 staff selected using the random sampling technique from the population of 248 staff from the Ministry of Culture and Sports (MoCAS) in Tanzania. The structured questionnaire was used to collect data, and data was entered into IBM SPSS and AMOS software. The data was analyzed using Structural Equation Modelling. The study revealed that idealized influence and inspirational motivation did not affect the implementing culture. However, Intellectual stimulation and individualized positively and significantly influenced the culture. Therefore, to make cultural practice effective, the management of sports organizations should formulate a policy that promotes idealized influence and inspirational motivation.

Keywords: Transformational leadership; organizational culture; Sports Organization; Tanzania.

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Introduction

Transformational leadership is the kind of management that empowers and motivates employees to work effectively and attain organizational goals (Timal et al., 2015). Culture is one of the organizational contextual dimensions; others are size or magnitude, technology, environment and goals and strategies (Gholam et al., 2016). Culture drives organizations to formulate

and preserve important standards, beliefs, understandings and customs. Furthermore, culture in organization context comprises axioms, rituals, stories, office arrangements and clothing (Gholam et al., 2016). Hofstede (1980) asserted that different cultures have diverse values and conventions, which impact transformational leadership actions. Cultures emphasize participatory leadership, team consensus, collaboration,

hierarchical leadership, decision-making, choices and authority exertion (Hofstede, 1980). Cheng and Wang (2015) revealed the greater impact of organizational commitment in collectivist cultures.

Transformational leadership theory was invented by Burns in 1978. The theory states that the motivation and inspiration of the leader to followers lead to better firm performance and individual growth. The theory further argues that a leader's attitude, interactive skills and values lead to the organization's transformation. Burns (1978) contended that the leader should possess moral behaviour which inspires others. The influence depends on the leaders' inspirational behaviour, intelligent inspiration, charismatic orientation and individual considerations. The variables of transformation leadership theory are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass & Avolio, 1994).

According to House et al. (2004), followers' cultural responsiveness determines whether transformation leadership is effective. Transformational leadership is more effective in certain settings because followers are more responsive to participative and empowering leadership styles in cultures with lower power distance (Den Hartog et al., 1999). Transformational leadership focuses on giving followers' needs specific regard and attention. Leaders may need to balance individualized concern and group-oriented tactics in collectivist cultures where group peace and cohesiveness are valued (Egri & Ralston, 2004). In cultures with high uncertainty avoidance, transformational leaders may need to modify their goal-setting and communication strategies to give clearer and more organized instructions (Berson & Avolio, 2004).

The core variables of transformational leadership theory elements, such as charisma, inspirational motivation, intellectual stimulation and individualized consideration, differ across cultures (Bass & Riggio, 2006). Yukl and Mahsud (2010) emphasized that effective leaders adjust their leadership styles to align with their cultural context. Moreover, Transformational leaders adapt their behaviours to different cultural settings, leading to better cross-cultural interactions (Ang et al., 2007).

One of strengths of transformational leadership theory can be explained by its ability to align leadership and organizational innovation (Gumusluoğlu & Ilsev, 2009). Also, the theory

explains the existing relationship between followers' motivation and performance (Walumbwa et al., 2008). Moreover, the theory elucidates how individuals promote individual development and growth and how the individual's satisfaction in the workplace can be enhanced (Judge & Piccolo, 2004). The theory also promotes organizational performance (Wang et al., 2011). The weakness of transformational leadership is the overemphasis on the leader rather than followers (Schyns & Schilling, 2013). It also lacks contextual specialty, cultural and contextual emphasis and limits itself to transactional aspects (Higgs & Rowland, 2005). Msambichaka et al. (2015) argued that the tiredness, immobility and rigidity of the public sector employees in Tanzania indicate challenges associated with Transformational leadership. Kashagate (2013) asserted that there needs to be more data on how Transformational leadership influences Tanzania's public sector.

Transformational leadership studies have been conducted in various sectors focusing on different dimensions. Machumu and Kaitila (2014) revealed that the performance of primary school teachers in Morogoro District was positively influenced by Transformational leadership. Othman (2015) disclosed the positive influence of transformation leadership on the performance of Barclays Bank in Dar-Es-salaam City. Avolio et al. (2004) asserted that transformation leadership positively impacted organizational culture by fostering shared values, trust and a commitment to innovation. All these studies considered mainly inspirational motivation and did not consider other variables of transformation leadership theory such as individualized consideration, intellectual stimulation and idealized influence.

Fey and Denison (2003) asserted that the organization's performance is associated with a culture that emphasizes involvement, adaptability, consistency and conformity with the organizational mission. Transformational leadership variables integrate cultural and effective leadership variables to attain organizational goals.

Culture in organization context consists of employees set of important beliefs, values, attitudes, standards, understandings and customs, observed stories, sayings, rituals, clothing and office arrangements (Gholam et al, 2016). Bass and Riggio (2006) stressed that transformation leadership implementation plays a crucial role in shaping and

aligning organizational culture during periods of change. They recommended the exploration of the long-term sustainability of culture brought by transformation leaders. Choi et al. (2016) analyzed the mediating role of psychological empowerment in the relationship between transformation leadership and organizational culture. They found that transformation leadership positively influenced organizational culture by empowering followers. The study recommended future studies to explore the relationship between transformation leadership and organizational culture.

Crede et al. (2019) assessed how the country's culture moderates the relationship between transformation leadership and cultural practices in 34 countries. The finding indicated that the performance of employees is more robust in countries with transformation leadership cultures. The authors stressed that their findings can only be generalized in some countries. Ansari et al. (2012) found that cultural intelligence positively and significantly influenced transformation leadership. However, only two transformation leadership variables were considered (managers' cultural intelligence and managers' metacognitive). Hence, the study was not comprehensive.

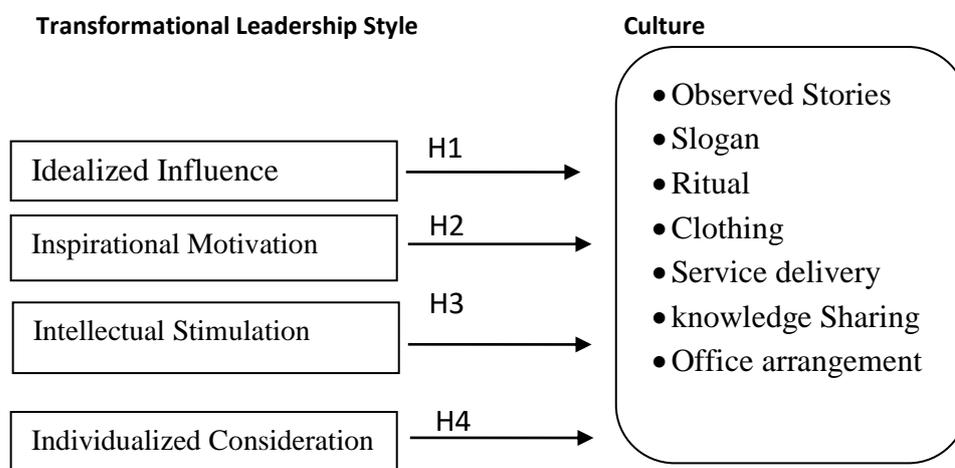
Aydogdu and Asikgil (2011) found that transformation leadership behaviour positively influenced the organizational culture. Nonetheless, constructs of transformation leadership, i.e. Charisma, individual source of inspiration, personal intellectual and personal support, were not drawn from the transformation leadership theory. Ngang (2011) revealed a moderate positive correlation between five variables of transformation leadership (identifying a school's vision, devising a working

model, promoting the groups' goal acceptance, intellectual stimulation and promoting school performance and school culture). However, 'providing individualized support did not significantly influence the school culture. Nonetheless, only two variables were drawn from the transformation leadership theory.

Jung et al. (1995) stressed that collectivistic cultures are essential for transforming leaders. However, although the study discussed the key variables of transformation leadership theory (idealized influence, intellectual stimulation, inspirational motivation and individualized consideration), the study was based on not only a qualitative approach but also on only one variable of culture, i.e. collectivistic cultures. The authors recommended conducting transformation leadership studies in a comparative and diverse environment. Ergeneli et al. (2007) found that the process of challenging and enabling other features of transformation leadership did not relate to any cultural constructs. However, modelling vision sharing negatively and significantly influenced transformation leadership.

Taylan (2020) observed that developed countries' leaders show more innovative characteristics of charismatic and simulative culture than those of developing nations. However, the study did not focus on variables of transformation leadership theory. Therefore, this study is comprehensive, embedding the detailed variables of transformation theory and variables of organizational culture. Van Knippenberg and Sitkin (2013) recommended conducting a study using all transformation leadership constructs to reveal the holistic picture for each dimension. Therefore, this study serves such a purpose.

Figure 1: Hypothesized model



The transformation leadership influences cultural dimension of organizations (House et al., 2004). Transformation leadership style is measured by idealized influence, inspirational motivation, intellectual stimulation and individualized considerations (Bass & Avolio, 1994). The organizational culture is measured by observed stories, slogan, ritual, clothing, service delivery, knowledge sharing and office arrangement (Gholam et al., 2016). Figure 1 shows the hypothesized model between Transformational leadership and culture. Therefore, this study intended to answer the following research questions: What is the influence of idealized influence on the organization culture of the MoCAS? What is the influence of inspirational motivation on the organization culture of the MoCAS? What is the influence of intellectual stimulation on the organization culture of the MoCAS? What is the influence of the individualized considerations on the organization culture of the MoCAS?

Methodology

This section presents the design, population and sampling, instruments used, validity and reliability, statistical data treatment and ethical considerations.

Research Design

This study used an explanatory design to explain the cause-effect relationship between transformation leadership and organizational culture variables. Saunders et al. (2019) recommended the explanatory design for the studies that assess the cause-effect relationship between independent and dependent variables.

Population and Sampling

This study was conducted at the Ministry of Culture and Sports (MoCAS) in Tanzania. The larger number of employees and accessibility motivated the researchers to choose respondents from Mwanza, Dar Es Salaam and Dodoma Regions. Operating Staff, Supervisors, Section Managers, Deputy Directors and Directors formed the 248 population of the study. The Sample was computed using Yamane (1964) as follows:

$$n_s = \frac{N}{1+N(e)^2}$$

Whereby; n =sample size; N= The population, e= confident interval =0.05

Therefore, the computed sample size was 153 staff (90 Dodoma, 43 Dar es Salaam and 20 Mwanza).

SEM demands a sample size between 150 and 400

(Braun et al., 2012). Hence a sample size of 153 met the SEM requirements.

Statistical Treatment of Data

The data was collected using a structured questionnaire with a 5 points Likert scale: 1 – Strongly Disagree, 2 – Disagree; 3 – Neutral, 4 – Agree and 5 – Strongly Agree, as espoused by Abouraia et al. (2017). Data analysis was done through Structured Equation Modelling (SEM) using exploratory factor analysis, followed by confirmatory factor analysis. Data was screened to remove errors; missing values were handled and the analysis showed that no variable exceeded 5% missing values in all items. Outliers were eliminated using the exploratory factor and confirmatory factor analysis and indicators above 0.8 and below 0.5 were dropped. The analysis indicated that data did suffer from Heteroscedasticity and Multicollinearity problems.

Validity and Reliability

This study measured discriminant validity by comparing the Average Variance Extracted (AVE) and the square of the correlations of the variables, where in both cases, the result was lesser than 0.70, showing the existence of uncorrelation. The convergent validity results in each run were more than 0.5, indicating a high correlation. Moreover, the structured questionnaire was pretested to 10 employees before the formal data collection to enhance its validity. The study applied SEM validity and reliability measurement as proposed by Hair (2010) and Hodson (2021).

Ethical Considerations

According to recommendations by Wallace and Sheldon (2015) and Kang and Hwang (2020), researchers sought clearance letters from the university and government officials before the fieldwork took place. Moreover, confidentiality was maintained and respondents' consent was sought before data collection. Data fabrication, falsification and plagiarism were avoided.

Results and Discussions

This section presents and discusses key findings of the study. The discussion was based on the main findings of the study. The main objective was to present and discuss the results stipulating how transformational leadership influences organizational culture in MoCAS according to the formulated research questions.

Research Question 1: What is the Influence of Idealized Influence on Implementation Culture in the MoCAS?

Findings revealed that idealized influence had positive but insignificant contributions to implementation of culture in the Ministry of Culture, Arts and Sports. The findings as indicated in Figure 1 shows that the leaders in MoCAS do not significantly influence their followers in the factors that effects creative and innovative ideas. The findings imply that to come up with significant results on the relationship between idealized influence and implementation of culture in MoCAS, factors which affect the relationship should be addressed, including trust, ethics, respect, honesty and integrity. The findings contradict the theory of Transformational leadership developed by Bass (1985) who argued that the applicability of inspirational leadership in organizations leads to better performance. In addition, the results differ from Wang et al. (2014) who studied 378 government employees from six departments in Malaysia.

Research Question 2: What is the Influence of Inspirational Motivation on the Implementation of Culture in the MoCAS?

The findings indicate that inspirational motivation has no effects on the implementation of culture in MoCAS as indicated in Figure 1. The findings indicate that the relationship between inspirational motivation and culture is insignificant. The findings imply that teamwork, shared vision, attainable

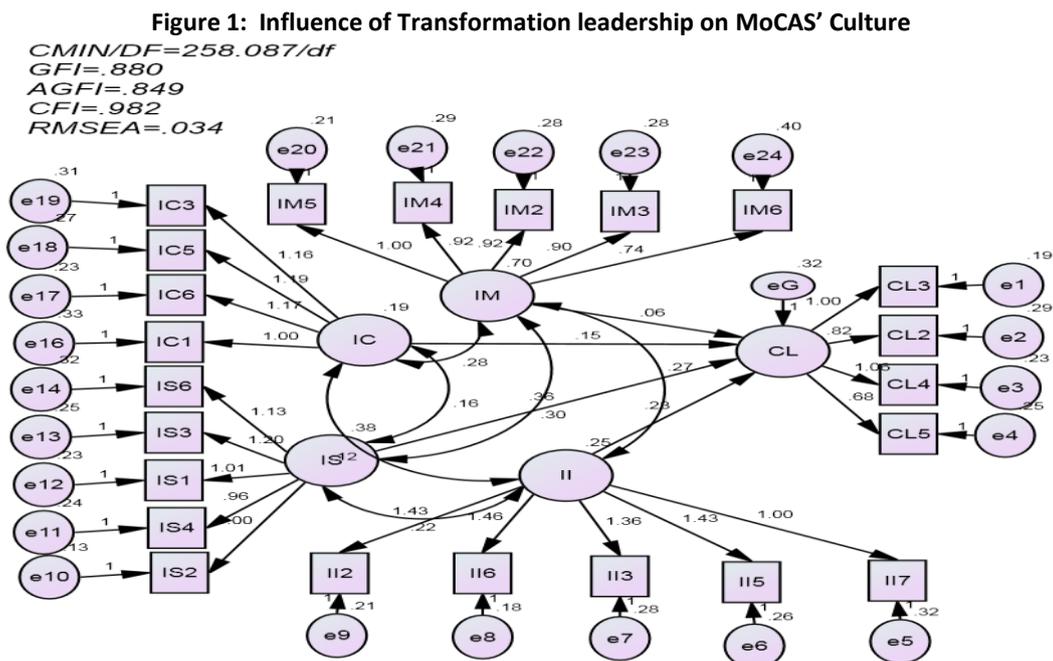
objectives, commitment and confidence should be enhanced and encouraged in implementing culture in MoCAS. Results in this study contradict Bass (1985)'s transformation leadership theory. Similarly, Manzoor et al. (2019) revealed that inspirational motivation positively and significantly influenced Small and Medium Enterprises (SMEs)' performance in Pakistan.

Research Question 3: What is the Influence of Intellectual Stimulation on Implementation Culture in the MoCAS?

The findings indicate positive and significant effects of intellectual Stimulation on culture. The findings imply that leaders of MoCAS shared their intellectuals with their followers and this promoted the performance of cultural activities in the organization. The results are in tandem with Aunga and Masare (2017), who revealed that the intellectual stimulation construct of transformation leadership influenced the performance of primary school teachers in the Arusha District in Tanzania.

Research Question 4: What is the Influence of Individualized Consideration on the Implementation Culture in the MoCAS?

The findings revealed a positive but insignificant influence of the individualized consideration on culture. The findings portray that the tendency of treating subordinates based on their ability, talents and knowledge was not considered for improving the organizational culture.



Standardized Estimate Baseline Structural Model

Key Note

IM2: Team work, IM3: Shared vision, IM4: Attainable objective, IM5: Commitment, IM6: Confidence, IC1: Collective decision, IC3: Support, IC5: Close relationship, IC6: Coaching, IS1: Creative, IS2: Innovative, IS3: Effective solution, IS4: Goal focus, IS6: Independence, II2: Trust, II3: Ethical, II5: Respect, II6: Honest, II7: Integrity, CL2: Sayings/slogan, CL3: Rituals, CL4: Clothing, CL5: Office arrangement

Standardized Estimate Baseline Structural Model

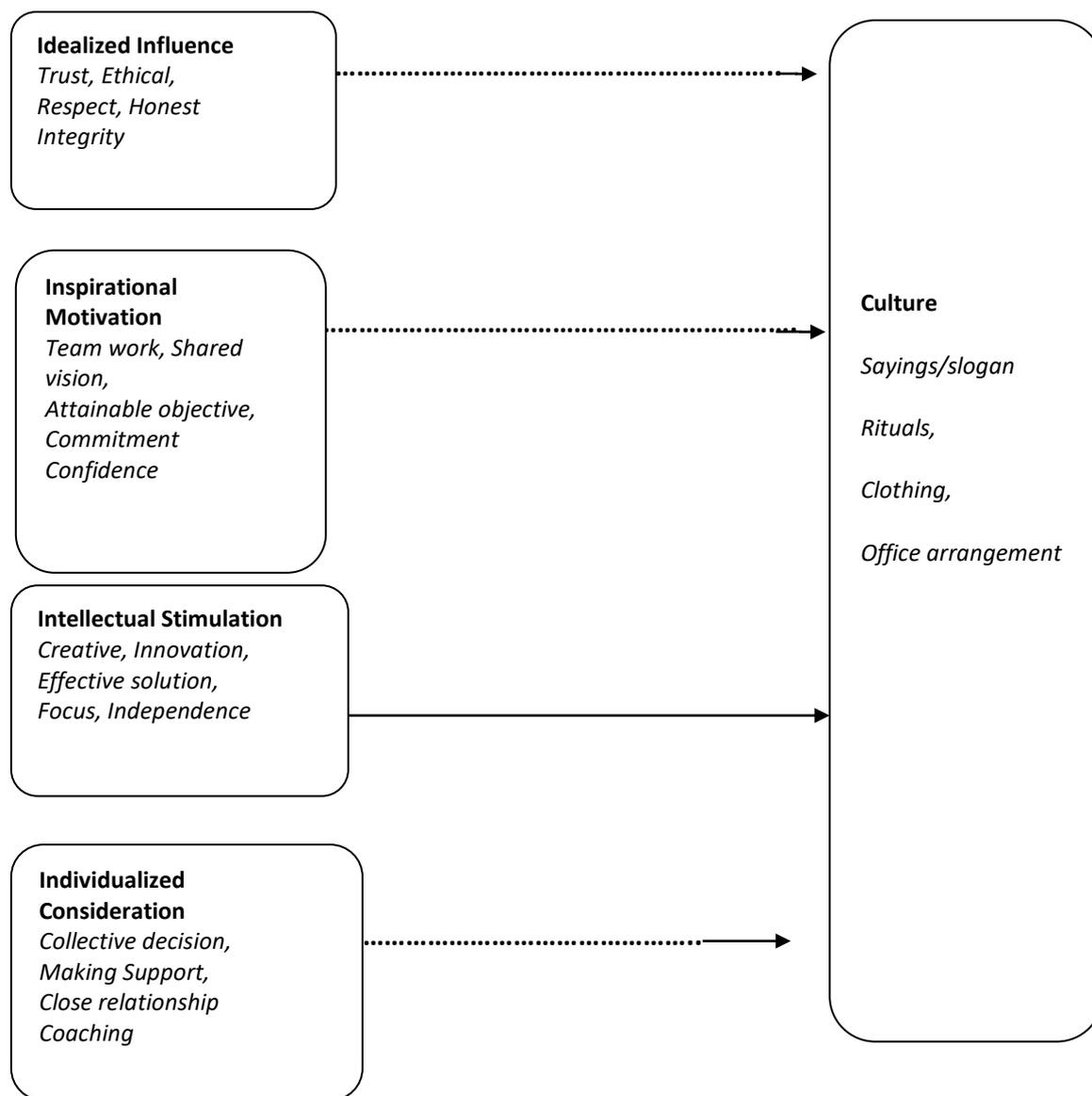
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CL	<---	IM	.056	.132	.427	.669	.069
CL	<---	IC	.147	.259	.568	.570	.094
CL	<---	IS	.360	.151	2.384	.017	.319
CL	<---	II	.232	.185	1.251	.211	.169
CL3	<---	CL	1.000				.845
CL2	<---	CL	.823	.085	9.652	***	.727
CL4	<---	CL	1.058	.093	11.371	***	.835
CL5	<---	CL	.681	.076	8.993	***	.687
II7	<---	II	1.000				.664
II5	<---	II	1.427	.163	8.757	***	.813
II3	<---	II	1.356	.159	8.551	***	.790
II6	<---	II	1.459	.159	9.195	***	.865
II2	<---	II	1.434	.159	9.014	***	.843
IM5	<---	IM	1.000				.879
IM4	<---	IM	.924	.071	13.092	***	.823
IM2	<---	IM	.920	.070	13.170	***	.825
IM3	<---	IM	.901	.069	12.997	***	.819
IC6	<---	IC	1.165	.174	6.702	***	.727
IC5	<---	IC	1.187	.180	6.593	***	.708
IC3	<---	IC	1.159	.181	6.400	***	.677
IS2	<---	IS	1.000				.864
IS4	<---	IS	.963	.084	11.418	***	.772
IS1	<---	IS	1.013	.086	11.804	***	.789
IS3	<---	IS	1.196	.094	12.679	***	.825
IS6	<---	IS	1.130	.098	11.480	***	.775
IC1	<---	IC	1.000				.607
IM6	<---	IM	.740	.073	10.085	***	.699

Source: Field Data, (2022).

Figure 2: Improved conceptual framework on Transformational leadership Organizational and Culture



Notes:

- : Significant relationship
-→ : Insignificant relationships

The findings oppose Bass (1985)'s transformation leadership theory. However, Keane (2016) revealed that individualized consideration of Transformational Leadership variables positively and significantly influenced the performance of Walden University. While Figure 1 shows the hypothesized model between transformation leadership variables and culture, Figure 2 shows the structural model between Transformational leadership and culture. Figure 3 shows the improved conceptual framework. Table 1 shows the standardized regression weight for the model between transformation leadership influence on culture.

Conclusions and Recommendations

This study concludes that Transformational Leadership, as measured by idealized influence and inspirational motivation, had no significant effect on the implementation of culture. However, intellectual stimulation and individualized influence variables of transformation leadership positively and significantly influenced the culture.

The study therefore recommends formulating a policy that promotes transformation leadership in MoCAS. Furthermore, the management of MoCAS should align the idealized influence and inspirational motivation with the cultural dimensions. The

limitation of the study is grounded on quantitative and explanatory design, which limits deeper explanation of the results. Therefore, mixed-method design studies are recommended in future. Comparative studies between public and private organizations may also provide insight into the improper functioning of some transformation leadership and cultural variables.

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