MAKERERE UNIVERSITY

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ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP, AND EMPLOYEE RESILIENCE: A CASE OF THE AIDS SUPPORT ORGANIZATION (TASO)

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PLAN A

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DECLARATION

I hereby declare that this dissertation is my original work and has, to the best of my knowledge, not been published or submitted for any degree award to any other University.

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APPROVAL

This is to certify that this dissertation has been submitted with our approval as University Supervisors.

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DEDICATION

This work is dedicated to my father, mother, brothers, sisters, and friends for all the support accorded to me throughout this academic journey. May the lord you all!

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ABSTRACT

The overall goal of this study was to investigate the relationship between organizational culture, transformational leadership, and employee resilience at TASO Uganda. Specifically, it sought to examine the relationship between organizational culture and employee resilience, the relationship between transformational leadership and employee resilience and to examine the combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda.

The study adopted a cross-sectional research design in which a quantitative research approach was applied. A sample of 118 employees was selected using simple random sampling of which 111 employees returned fully filled questionnaires, giving a response rate of 94.04%. Data was analyzed using SPSS software version 23 where correlations and regression analyses were conducted.

Results of the analysis show a strong and positive relationship between organizational culture and employee resilience. Also, a strong and positive relationship between transformational leadership and employee resilience was established. In terms of predicative power, transformational leadership is a stronger predictor than organizational culture. In combination, the results show that both variables are reliable predictors of employee resilience at TASO Uganda. Organizational culture and transformational leadership as seen from the findings predicts up to 27% of the variance in employee resilience at TASO Uganda, therefore 73% of the variance is accounted for by other factors.

It was recommended that management should consistently extend the necessary support to employees especially in the face of change to enable employees to cope with challenging situations and to have an effective internal communication strategy that aids employees in raising their concerns during difficult moments.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The complex business environment today has put significant physical, psychological, and emotional pressure on employees (Kakkar, 2019). As such, psychologists have stressed the need develop the capacity to adapt and remain functional in continuously changing circumstances among employees (King, 2016). The need for positive adaptation has brought focus to the subject of employee resilience (Naswall et al., 2019). Research indicates that resilient individuals can deal with stress and cope with adverse conditions more effectively (Meneghel et al., 2016). Studies further suggest that organizations with resilient employees are more likely to thrive in uncertain business environments and perform better financially (Shin et al., 2012; Naswall et al, 2019). Also, resilience has been linked to increased job performance and satisfaction among employees (Meneghel et al., 2016; Youssef & Luthans, 2007). Employee resilience in this case is the capacity of employees to utilize resources to continually adapt and flourish at work, even when faced with challenging circumstances (Kuntz et al., 2016; Franken et al., 2022). It is a capability enabling employees to manage and adapt to continually changing circumstances (Näswall et al., 2019). There is therefore person-environment interaction in resilience development (Näswall et al., 2019; Pangallo et al., 2015; Kuntz et al., 2016).

Resilient people enable resilient organizations because they have the skills essential to meet performance challenges without compromising their well-being. Investing in resilience is a practical and achievable goal for meeting the challenges of our time. (Global Resilience, 2022).

According to Kuntz et al., (2016) and Franken et al., (2022) employee resilience is essential particularly when demands are high and difficult to meet. Also, in jobs characterized by high,

ambiguous, and often competing demands and ever-changing circumstances; a context where continuous learning, collaboration, and adaptability are essential. At The AIDS Support Organization (TASO) Uganda, employee resilience seems to be a challenge. Staff at Headquarters have shown low levels of resilience in their productivity by failing to cope with high-performance targets. The recent semi-annual performance review indicated that despite the holistic support supervision provided to employees, the performance indicators have continued to decline. As TASO across the country works towards achieving its targets, TASO headquarters performance remains sub-optimal. The review records showed a high percentage of annual leave taken in the first quarter of the year, increased staff absenteeism, decreased productivity, as well as late arrival to work. Although performance meetings and support sessions have been conducted to date to comprehensively support teams achieve their targets, staff resilience remains low (Performance Appraisal Report, 2022).

Scholars have been debating whether resilience is a "trait" or "state". While some studies have considered resilience as a personality trait, recent research indicates that resilience is "state-like", which suggests that it can be developed in individuals using external interventions (Vanhove et al., 2016; Bardoel et al., 2014; Sinclair et al., 2013).

Also, It is imperative to recognize resilience as partially a semi-permanent psychological trait and partly a variable psychological state. Some persons will certainly be more resilient than others but the obligation must not merely be put on employees to 'buck up' and 'be' resilient. People managers and colleagues play serious roles in influencing how resilient employees are. (Eric Barends, 2021)

As such literature seems to suggest that organizational culture and transformational leadership are critical in building employee resilience. Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members in an organization (Kellie, 2020). Research shows that a culture characterized by respect for

people and teamwork is associated with resilience (Su et al., 2022). Transformational leadership is demonstrated by leaders involving their followers in their charismatic vision by setting example behavior, challenging their followers' assumptions and ideas, and paying attention to their needs (Bass and Stogdill, 1990). In their study, Nguyen et al. (2016) found that transformational leadership was positively related to subordinate resilience.

This study therefore seeks to establish the relationship between organizational culture, transformational leadership, and the growing challenge in employee resilience at TASO Uganda.

1.1 Statement of the problem

In many organizations, resilience is a strategy used by staff to manage work intensification, organizational change, and work stress (Kossek & Perrigino, 2016). However, employee resilience in TASO Headquarters remains a challenge. While performance criteria at TASO are set against mutually agreed targets, a recent performance review indicates that employees are failing to cope with the set high-performance targets which may lead to poor quality service delivery, reduction/cut of donor funds, misuse, or underutilization of allocated resources amongst others (Performance Appraisal Report, 2022). The plausible reason of this could be poor organizational culture and limited engagements between top leadership and subordinates. The researcher therefore seeks to investigate how organizational culture and transformational leadership could explain employee resilience in TASO.

1.2 Purpose of the study

The study sought to investigate the relationship between organizational culture, transformational leadership, and employee resilience at TASO Uganda.

1.3 Objectives of the study

i) To examine the relationship between organizational culture and employee resilience at TASO Uganda.

ii) To examine the relationship between transformational leadership and employee resilience at TASO Uganda.

iii) To examine the combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda.

1.4 Research questions

i) What is the relationship between organizational culture and employee resilience at TASO Uganda?

ii) What is the relationship between transformational leadership and employee resilience at TASO Uganda?

iii) What is the combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda?

1.5 Scope of the study

1.5.1 Subject Scope

This study was limited to establishing the relationships between organizational culture, transformational leadership and employee resilience at TASO Uganda.

1.5.2 Geographical Scope

This study was conducted at TASO Headquarters which is located in Kampala. This is because it is where all employee matters are generally coordinated from and has reported cases of low employee resilience.

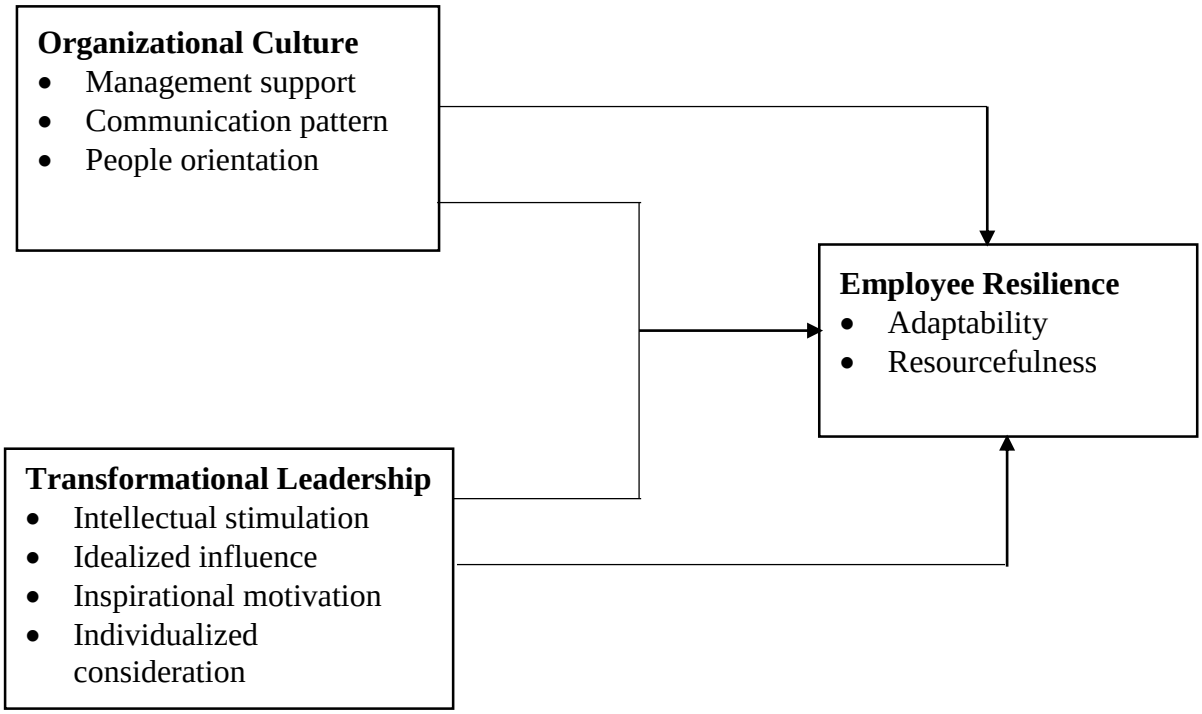
1.6 Significance of the study

i) The study findings will inform TASO Uganda Management on the factors contributing to low employee resilience and develop strategies to deal with them.

ii) The study will add onto the literature that can be used to increase on the academic knowledge base of future researchers.

iii) The findings of this study will inform policy makers in government of the factors contributing to physical, psychological and emotional pressure on employees and thereby facilitate the development of policies to address those conditions among employees.

1.7 Conceptual framework



Source: *Developed from literature review (*Ekutu *et al.,* 2020; Greenhaus *et al.,* 2003; Nye, 2008)

From the conceptual framework above, organizational culture and transformational leadership are independent variables while employee resilience is the dependent variable. Organizational culture was measured on the constructs of management support, communication patterns, and people orientation (Marion, 20013; Liu 2018). Transformational leadership was measured based on the constructs of intellectual stimulation, idealized influence, inspirational motivation, and individualized consideration (Kim 2012; Nguyen *et al.* 2016), and Employee resilience was measured in terms of adaptability and resourcefulness (Nguyen *et al.* 2016).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section provides a review of the existing literature on organizational culture, transformational leadership, and employee resilience as discussed by different authors. It brings out the appreciation of what has been done on these variables under study but also the gaps that are identified in the existing body of literature which forms the focus of this study.

2.1 Theoretical Review

The theories that guided the current study are the theory of conservation of resources and social exchange theory (Salancik and Pfeffer, 1978; Hobfoll, 2001).

2.1.1 Conservation of Resources Theory

Conservation of resources (COR) theory by Hobfoll (2001) assumes that individuals strive to obtain, retain, foster, and protect those things they centrally value. COR theory argues that resources are the key components to determining individuals' appraisals of events as stressful. And resources define how individuals can cope with stressful situations. Following this basis, COR theory argues that stress occurs when central or key resources are threatened with loss; when central or key resources are lost; or when there is a failure to gain central or key resources following significant effort (Hobfoll, 2001).

At its core, COR theory is a motivational theory that explains much of human behavior based on the evolutionary need to acquire and conserve resources for survival, which is central to human behavioral genetics (Hotfoll *et al.,* 2018). Hotfoll *et al.* (2018) further assert that humans may create complex tools to ensure their survival and have the advantage of complex language to communicate, which aids survival and social bonding. Thus, people employ key resources not only to respond to stress, and make meaningful decisions but also to build a reservoir of sustaining resources for times of future need.

Therefore, in line with employee resilience, this theory argues that the obtaining and retaining of personal, social, and material resources create in people, families, and organizations the sense that they are capable of making informed and meaningful decisions to meet stressful challenges (both personal and work-related) to determine their resourcefulness at the workplace. And thus, is useful in establishing the relationship between organizational culture, and employee resilience.

2.1.2 Social Information Processing (SIP) Theory

Developed by Salancik and Pfeffer (1978), social information processing (SIP) theory hypothesizes that people's attitudes and motivations at work are a function of not only objective situations they face but also the attitudes and motives held by others in their immediate environment. They are also a result of the consequence of others to influence individuals to rationalize and make sense of past behavior. Because of the importance of these processes, one of the major tasks of management is to affect the informational context so that people come to see the world in particular ways (Kessler, 2013). The theory thus argues that the social environment provides cues that individuals may use to construct and interpret events. According to SIP theory, employees understand their work environments through the processing of social cues, which in turn shapes their reactions (Salancik and Pfeffer, 1978).

Therefore, using this theory, it implies that employee resilience is measured in terms of how the employees react to their social environment which is influenced by the leaders, as well as the organizational culture. Thus, may be viewed as vital social cues in workplaces and their actions in response to environmental challenges or adversities play a vital role in affecting employee resilience (Bullough *et al.*, 2014).

The Conservation of Resource theory explains resilience mostly in terms of resourcefulness by employees finding meaning and purpose/relevance mostly through the values and making critical decisions that are determined by organizational culture and transformational leadership, the Social Information Processing theory greatly justifies employee resilience through adaptability because it addresses mostly the social environment that influences attitudes, emotional awareness and the ability to identify and solve problems.

2.3 Empirical review

2.3.1 Employee resilience

Over recent years several studies have reviewed the resilience literature (Kossek & Perrigino, 2016; Linnenluecke, 2017; Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017) and developed theoretical models that explain resilience (e.g. Britt et al., 2016; Kossek & Perrigino, 2016; Rothstein, McLarnon, & King, 2016). A careful perusal of these studies suggests that, on the one hand, resilience is conceptualized as a stable personality trait (Britt et al., 2016; London, 1993) that is associated with, for example, proactive personality (Chiaburu, Baker, & Pitariu, 2006). The underlying idea is that resilient individuals will be able to better cope with adversity and setbacks than individuals who are not resilient (e.g. Shin, Taylor, & Seo, 2012). Alternatively, resilience is conceptualized as a state-like variable (e.g. Luthans, 2002). It may be malleable in the long run but is stable in the short run. Specifically, resilience can be conceived of as a process that can be triggered by adversity and fate (Britt et al., 2016; Kossek & Perrigino, 2016; McLarnon & Rothstein, 2013). Over time, when individuals have experienced setback after setback, they become increasingly apt to cope with adversity, i.e. resilient, and demonstrate positive adaptation to their fate. Building upon this reasoning, recent research increasingly postulates that resilience is a capability that can be developed over time (Kuntz., 2017; Kuntz, Malinen et al., 2017; Stokes et al., 2018).

Employee resilience therefore is “the capacity in individuals to rebound or bounce back from adversity, conflict, and failure, and a form of positive adaptation that requires a positive response to events and progression through increased responsibility” Luthans (2002). It is a cognitive response to situations that pose a significant threat, risk, or harm and require positive adaptation without losing normal functioning (Bonanno, 2004). Recovering quickly from disruptions is an important aspect of resilience. Most definitions of resilience emphasize the need for positive adaptation under adverse conditions (Britt et al., 2016). However, Luthans et al. (2006) suggest that resilience is not limited to adaptation in adverse conditions, but also includes coping with challenging positive events, such as a promotion, change in work, increased responsibility, etc. The current consensus is that resilience is not limited only to adversity, but also encapsulates positive adaptation and growth in stable environments (Kuntz et al., 2017).

2.3.2 Organizational culture and employee resilience

Pettigrew (1979) describes organizational culture as the system of accepted meaning for a certain group, acting publicly and collectively at a particular period. Cameron and Quinn (2011) also described organizational culture as being characterized by what is valued, the leadership styles, the language and symbols, the processes and routines, and the criteria of success that help to set a company apart. The framework of organizational culture by Schein (2004) presents a three-level approach to better understand the many aspects of organizational culture. Artifacts including buildings, written and spoken language, technology, and goods are all part of the "surface level" of corporate culture (Schein, 2004). Next is the set of values which has been accepted by society. Caring about or caring about others is a sign of values. Values are not easily observable but must be deduced from analyzing artifacts. Accordingly, as values become established as the beliefs, they start to reflect the whole organization's shared values and its members (Bess & Dee, 2008). With

time, these beliefs and values slowly change into assumptions backed up by various norms, which contain beliefs and perceptions (Schein, 2004).

Luthans et al. (2006) suggest that resilience can be developed through organizational interventions and good management practices. Also, according to Kuntz, et al., (2017) given appropriate organizational stimuli, employees can increase their capability to bounce back after adversity. One such stimulus is organizational culture which has attracted considerable interest from researchers. For instance, Avey et al. (2008) found that a supportive organizational climate is an antecedent of resilience. Social support and organizational relationships have also been found to strongly influence employee psychological resilience (Dyrbye et al 2010, Jain et al 2012, De Terte et al 2014). Social support here is the extent to which a job provides opportunities for getting assistance and advice from either supervisors or co-workers (Karasek et al 1998). Kossek and Perrigino (2016) explain that resilience is occupationally determined and workplace characteristics such as supportive coworkers, management techniques, and culture can positively develop or constrain resilience among employees. Additionally, Cooke, Wang, and Bartram (2019) found that supportive management is positively associated with increased employee resilience. Another study carried out by Dickson and Kamusiime (2017) revealed that managerial, supervisor, and coworker support were significant antecedents of employee resilience.

Further, according to Hite & McDonald, (2020) in an organizational culture that is characterized by an effective internal communication strategy, employee resilience can be enhanced and progressed so that it becomes more sustained and relevant. To this end, Bhaskara & Filimonau, (2021) assert that to encourage resilience via internal communications managers must be able to communicate effectively as the importance of information flows and knowledge exchange between leaders and their staff has been noted.

High-quality communication may reduce the confusion of employees' daily tasks during difficult times (Hu et al., 2021). Sincere communication with employees also maintains an honest image and builds cooperation (Li et al., 2021) and trust (Men et al, 2021). Resilience can be cultivated by managers by framing conversations compellingly (Wallace et al., 2016). If successfully delivered, internal communications offer the workforce the chance to raise concerns and worries making them feel their developing resilience is appreciated (Malik & Garg, 2017).

As noted by Vanhove et al., (2016) and Sommer et al., (2016) a key driver of resilience is positive affect (or emotions). Positive affective experiences increase psychological resources promote favorable evaluation of the situation (or object) and enhance coping ability (Feldman et al., 2015; Folkman, 2008), adaptability and commitment to change (Avey et al., 2008), and learning behaviors (Meredith et al., 2011). Positive affect is also associated with high levels of persistence and effort which enhances coping during adversity and hence, contributes significantly to resilience (Tugade and Fredrickson, 2007; Sommer et al., 2016). Wyer et al. (1999) suggest that affect acts as an important source of information during adverse situations that help individuals formulate a behavioral response

Further, Marion (2013) says resilient organizational culture empowers its employees to take care of their physical, emotional, mental, and spiritual needs with the understanding that when these needs are tended to, resilience occurs. When resilience occurs, it benefits the entire organization through improved job performance, productivity, employee retention, engagement, and physical well-being. According to Liu (2018), there are three types of organizational culture i.e., jungle culture, caring culture, and conservative culture. Employee resilience evolves in these different cultural contexts. In the jungle cultural context, organizational culture influences employee resilience in a U-shaped pattern. In the caring

cultural context, organizational culture positively affects employee resilience while in the conservative cultural context, organizational culture negatively relates to employee resilience.

2.3.3 Transformational leadership and employees' resilience

It is difficult to find a clear definition of leadership, but all agree that it is a process of influencing individuals to help them reach their goals (Northouse, 2012; Bakar & Mahmood, 2014; Bento, 2011; Gappa, Austin, & Trice, 2007; Yukl & Mahsud, 2010). Burns (1978) popularized the notion of transformational leadership, which was previously brought to attention by Downton (1973). Bass (1985) expanded the transformational leadership concept and the importance of the difference between transactional leadership and transformational leadership by explaining that transformational leaders inspire and excite followers to great performance through vision, whereas, transactional leaders motivate and manipulate rewards. Transformational leaders motivate by increasing followers' awareness of the significance of high goals, having them look out for the organization above their interests, and helping shift followers focus to concentrate on more special needs (Antonakis, Avolio, & Sivasubramaniam, 2003; Bass, 1985; Bass & Avolio, 1994). Van Knippenberg and Sitkin (2013) critiqued the notion because a clear definition of what a transformative leader achieves is missing. Rather, scholars use outcome-based approaches to describe transformative leadership, such as driving high-performing followers. Yet, according to Balwant (2017), a transformational leader has a vision-focused leadership that uses behavior to express a vision positively, motivates others to reach goals aligned with the vision, and models positive approaches to solving problems to promote growth in followers.

Four components, dubbed the four I's, have been identified as characteristics of transformational leaders: idealized influence, inspirational motivation, intellectual stimulation, and, Individualized Consideration (Bass, 1985; Bass & Avolio, 1993). The first of four transformational leadership dimensions, Idealized Influence, emphasizes leader

behaviors transmitting a sense of higher purpose that goes beyond the goals of the individual and focuses attention on the common good. Bass points out that helping followers; transcend their immediate self-interests increases follower awareness of the larger issue and shifts goals away from personal safety and security toward achievement and self-actualization (1990: 652). In this regard, Harland et al., (2005) argue that it seems possible that focusing on the positive outcomes of achievement and self-actualization is more likely to engender approach-coping responses (and thus resilience) than avoidance coping responses since positive reappraisal of a situation is an essential component of approach-coping. The second dimension, Inspirational Motivation emphasizes leader behaviors that transmit enthusiasm, optimism, and ability to articulate a compelling vision of the future. Bass clearly emphasizes the potential impact of Inspirational Motivation in his statement; Effective transformational leaders can halt crises by disclosing opportunities, arousing courage, and stimulating enthusiasm (1990: 655). Consistent with the previous transformational dimension, inspirational motivation should help engender approach coping (and thus resilience) by providing a sense of hope or purpose to the subordinate and by role-modeling confident behavior (Harland et al., 2005; Sudha, et al., 2023). The third dimension, Intellectual Stimulation, emphasizes leader behaviors that focus on effective problem-solving behaviors such as re-examining critical assumptions and seeking different perspectives and approaches. Bass contends that intellectually stimulating leaders may promote; thoughtful, creative, adaptive solutions to stressful conditions, rather than hasty, defensive, and maladaptive ones (1990: 652). Such leader behaviors may directly enhance approach-coping (and thus subordinate resilience) by providing a role model for using new or innovative approaches as opposed to relying on old solutions that no longer work effectively (Harland et al., 2005; Sudha, et al., 2023). The final transformational dimension, Individualized Consideration, emphasizes leader behaviors such as developing employees and treating employees as

individuals. Bass notes that transformational leaders may utilize individual consideration to convert crises into developmental challenges (1990: 652). Regarding approach-coping and resilience, employees who feel more competent and valued may be more likely to engage in positive appraisals of the situation (a central component of approach-coping) because they feel more capable of meeting the challenge and less afraid of negative consequences if they fail. Additionally, feeling valued by the leader may increase the likelihood that the employee will ask the leader or others for support or guidance in coping with the challenge (Harland et al., 2005; Sudha, et al., 2023).

Transformational leadership, as described by Burns (1978), therefore is a process in which leaders and followers mutually raise one another to higher moral and motivational levels. This conceptualization stressed relationships between leaders and followers, which are crucial for attaining a shared purpose. Transformational leaders involve their followers in their charismatic vision by setting example behavior, challenging their followers' assumptions and ideas, and paying attention to their needs (Bass and Stogdill, 1990). With these behaviors, leaders inspire their followers to shape, alter, and elevate their motives, values, and goals, encouraging them to do more than their formal duties and take on extra tasks or responsibilities, update required knowledge and skills, and come up with creative solutions for new problems (Burns, 1978). By using goal-setting techniques, setting visionary goals, and empowering employees to use job resources for accomplishing these goals they stimulate extra-role performance (Piccolo and Colquitt, 2006).

Research shows that leadership, irrespective of different types, has been demonstrated to influence resilience in various contexts and countries positively. For instance, In government organizations in New Zealand, paradoxical leadership was observed to help employees behave resiliently (Franken et al., 2020). For full-time organizational employees working in

mainland China, perceived humble leadership was found to facilitate employee resilience (Zhu et al., 2019). Transformational leadership draws parallels from other forms of leadership in influencing employee resilience.

According to MacIntyre, et al., (2013), transformational leaders adjust their behavior according to the situation by being either participative or directive. The authors add that the four dimensions of transformational leadership idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation all contribute to the process of developing and maintaining resilience in followers, provided that the leaders' values are strongly grounded in a moral/ethical foundation. As argued by Eisenberger et al., (2010), in the context of extremely stressful situations, the most effective leaders must be directive and adaptive, with the capability to adjust their communication style to the demands of the situation. Indeed, highly adaptive leaders are crucial in building and maintaining resilience in subordinates. In turn, this ability to adapt to change provides one of the primary aspects of resilience, the ability to recover quickly from change or misfortune

Empirically, transformational leadership has a positive impact on employees' psychological health and resilience (Welsh, et al., 2014). Trigueros et al. (2020) found that teachers' transformational leadership positively predicts students' academic performance and resilience in university settings in Spain. Arnold (2017) found that psychological empowerment mediates the relationship between transformational leadership and employees' subjective well-being. Moreover, Ehrnooth et al. (2021) reported a statistically significant relationship between transformational leadership and self-efficacy, a component of resilience. It has been postulated that leaders (or supervisors/managers) contribute to subordinate resilience by altering their affective response (Eisenberger et al., 2010). Studies further show that under uncertain situations, subordinates look for affective cues from their leader to determine their

response to the situation (Van Kleef, 2009). Hardy (resilient) leaders encourage resilience by creating a positive appraisal of the situation, by emphasizing the positive aspects of the situation (Sinclair et al., 2013). This creates a positive emotional outlook in subordinates that enhances resilience (Sommer et al., 2016).

Further, prior findings demonstrate the importance of high-quality relations between employees and their supervisors for employee well-being and resilience. For example, in a qualitative study about early career teacher resilience, Peters and Pearce (2012) found that the relationship with principals has a large influence (negative and positive) on teachers' feelings of personal and professional well-being. A quantitative study among healthcare teams by Sommer et al. 2016) establishes the positive influence of transformational leadership on team members' resilience. Similarly, Kuntz, et al. (2017) found that the availability of Support from supervisors and constructive feedback was positively related to individual resilient behavior. Similarly, transformational leaders who inspire subordinates have been found to increase resilience (Harland et al., 2005; Nguyen et al., 2016).

Given the fundamental character of transformational leaders in organizations, it is no wonder that a recent cross-sectional study found that leaders who build positive interpersonal relations with their employees (leader-member exchange) also have a positive effect on employees' psychological resilience. It is assumed that by actively creating a high-quality leader-member exchange, leaders support reduction of work-related stress and offer psychological resources for coping. This is even more significant during adverse conditions when subordinates seek encouragement, instructions, and backing from their managers.

2.3.4 Organisational culture, transformational leadership and employee resilience

Bass and Avolio (1993) have argued that leadership and culture are so well interconnected that it is possible to describe an organizational culture characterized by transformational

qualities. The literature on transformational leadership attempts to approach leadership as a social process by emphasizing how leaders stimulate their followers to transcend their self-interests for the sake of their team and the larger organization. Transformational leaders are typically described as those who inspire their followers to adopt goals and values that are consistent with the leader's vision. According to Bass (1985), transformational leaders do work within the culture as it exists but are primarily concerned with changing organizational culture. Bass proposes that transformational leadership promotes a working environment characterized by the achievement of high goals, self-actualization, and personal development. Similarly, Bass and Avolio (1993) suggested that transformational leaders move their organizations in the direction of more transformational qualities in their cultures, namely, accomplishment, intellectual stimulation, and individual consideration, therefore, suggesting that transformational leadership has a direct effect on culture. Block (2003) found that employees who rated their immediate supervisor high in transformational leadership were more likely to perceive the culture of their organization as adaptive, involving, integrating, and having a clear mission.

Similarly, Muzondiwa et al., (2022) argue that organizational culture and leadership are inextricably linked, thereby high performing organizations where leaders are aware of the embedded multiple cultures and dynamics within an organization, can influence the process of necessary change and consequently shape a thriving organization and employees.

Empirically, there are consistent findings from many prior studies claiming a significant positive relationship between transformational leadership and organizational culture (Jati et al., 2015; Ratina et al., 2021) and organizational culture and adaptability (Too et al., 2018). Individuals usually learn how to behave by imitating and observing the leader's attitude and behavior through social learning. Abrell-Vogel and Rowold (2014) explained that an employee follows change-oriented values by imitating and learning the

transformational leaders' behaviors and accepting cultural initiatives to develop a psychological connection with the change. As further argued by O'Reilly et al., (2014) and Ferine et al., (2021) the culture of any organization derives from its leaders and influences their future development. The role of leaders in shaping organizational culture is extremely significant because the degree of a leader's openness to new experiences tends to create high adaptability within the organization (O'Reilly et al., 2014; Ferine et al., 2021). Further, Oh et al., (2015) found that both transformational leadership and person-centered organizational culture were positively correlated with resilience,

According to Ogbonna and Harris (2000), leadership can influence the culture within the organizational environment, so that employees can change the way they analyze and behave within the organization, through how leadership is passed on to employees.

Odeh, et at., (2021) studied the perception of 379 employees of Dubai service companies on the effect of transformational leadership style through the mediating effect of adaptive culture on resilience. Study results supported that transformational leadership is positively associated with adaptive culture and resilience and significantly impacts them, and adaptive culture partially mediates the effect of transformational leadership on resilience

2.4 Summary of literature review

The review of the literature shows that organizational culture is widely considered a predictor of employee resilience. This is particularly true in a culture characterized by social support and organizational relationships (Dyrbye et al 2010, Jain et al 2012, De Terte et al 2014). Social support here is the extent to which a job provides opportunities for getting assistance and advice from either supervisors or co-workers (Karasek et al 1998). The review further shows that the four dimensions of transformational leadership—idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation— all

contribute to the process of developing and maintaining resilience in followers (Welsh, et al., 2014; Trigueros et al. (2020)

Finally, the review also shows the intricate nature of the interaction between organizational culture, transformational leadership, and employee resilience. The way leaders focus their attention, react to crises, what their role models are, and who they attract to their organizations, cultural norms are created (Bass & Avolio, 2004). Thus, the characteristics and qualities of an organizational culture are taught by its leaders and eventually adopted by its followers. In this sense, Junges et al. (2021) emphasize that developing leadership is seen as one of the main sources of sustainable competitive advantage, placing it as one of the pillars of corporate culture

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section contains the research design, study population, sample size, and sampling procedure, data sources, data collection instrument, measurement of variables, validity and reliability of instruments, data processing and analysis, and ethical considerations.

3.1 Research design

The study adopted a cross-sectional survey design with a quantitative research approach. This research design was used because it is effective when collecting data on a sample population at a particular point in time. Cross-sectional research design also facilitates fast conclusions and recommendations for a research problem (Sekaran, 2003)

3.2 Study population

The study population comprised employees at TASO Headquarters in Kampala, Uganda. As per TASO Annual Report, (2022), the organization has 176 full-time employees based at TASO Headquarters and these constituted the population of the study.

3.3 Sample Size and Sampling Procedure

A sample size of 118 employees was determined using the Krejcie & Morgan (1970) sampling table. The employees were selected using simple random sampling. A lottery method was used where the random numbers were placed in a box, shaken, and then were picked without returning to the box so that each employee got an equal chance of being selected. The unit of analysis was employee and the units of inquiry were employee as well.

3.4 Data sources

The study used primary sources where data was collected from employees at TASO Headquarters.

3.5 Data collection instrument

Primary data was collected by administering structured questionnaires to ensure the confidentiality of the respondents. First, the questionnaire had questions relating to employee characteristics. Second, the questionnaire contained structured items relating to, organizational culture, transformational leadership, and employee resilience respectively which was anchored on a five (5) point psychometric Likert scale ranging from strongly disagree (1) to strongly agree (5). The respondents were required to respond to the items based on the extent to which they agreed or disagreed with the items in the questionnaire.

3.6 Reliability and Validity of Instrument

The research instrument was pre-tested to establish its validity and reliability. Content validity was determined by giving the instruments to ten (10) experts in the field of transformational leadership, organizational culture, and employee resilience. This content validity index (CVI) was obtained by dividing the proportion of items declared as valid by the total number of items and the results showed that all items were above 0.70 implying that the research instrument is valid as recommended by Amin, (2005). Furthermore, the reliability of the research instrument was examined using Cronbach's alpha coefficient (Cronbach, 1951). As recommended by Hair *et al.* (2014), the research instrument shall be reliable if reliability results are above 0.70. The results presented in Table 1 below shows that the Cronbach's alpha values were all above .70 implying that the instrument was reliable.

Table 1: Reliability and Validity Analysis

Variable	**No. of Items**	**Cronbach's alpha**	**CVI**
Organizational culture	14	.849	0.76
Transformational leadership	16	.927	0.83
Employee resilience	10	.895	0.78

Source: Primary Data

3.7 Measurement of study variables

The study variables were measured based on the previous scholars. For instance, Organizational culture was measured based on the constructs of management support, communication patterns, and people orientation as adopted by Marion (2013) and Liu (2018). Transformational leadership was measured based on the constructs of intellectual stimulation, idealized influence, inspirational motivation, and individualized consideration as adopted by Kim (2012) and Nguyen *et al.* (2016). Finally, employee resilience was measured based on the two dimensions which include; adaptability and resourcefulness as adopted by Nguyen *et al.* (2016).

3.8 Data processing and analysis

After receiving the completed questionnaires from the field, a data entry capture template was designed in the Statistical Package for Social Scientists (SPSS 23) to capture the data. The data was coded by assigning numerical numbers to items in the instrument, entered, analyzed, and sorted for data interpretation. The Quantitative data was analyzed utilizing Statistical Package for Social Sciences (SPSS) version 20. The objectives were tested using correlations and regression analysis to explain the relationship between the independent variables and dependent variable.

3.9 Ethical consideration

The researcher got a letter of introduction from the faculty of graduate studies and research authorizing her to collect data in order to increase the confidentiality of respondents. This letter was presented to the different employees that the researcher collected the data from. In addition, the researcher informed the respondents of their voluntary participation in the study. Moreover, to maintain confidentiality, the questionnaire instrument did not have space for name, position or telephone number. Finally, the participants were assured that all information obtained would be strictly used for academic purposes.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter provides the presentation and interpretation of findings in line with the study objectives which were; to examine the relationship between organizational culture and employee resilience; to examine the relationship between transformational leadership and employee resilience; and to examine the combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda.

4.2 Response rate

The study targeted to collect data from 118 respondents, however, 111 questionnaires were returned and filled, giving a response rate of 94.04%. As suggested by Amin (2005) at least 70% of the targeted respondents should be able to participate in the study to allow for generalization of results. Therefore, the response rate met the threshold of making the results fit for generalization.

4.3 Demographic characteristics of respondents

This study obtained the demographics of respondents in terms of their gender, age, marital status, level of education, and tenure working with the organization. The findings are summarized in Table 2 below.

Table 2: Demographic Characteristics of respondents

Demographic Characteristic	Details	Frequency	Percent
Gender	Male	56	50.5
	Female	55	49.5
	Total	**111**	**100.0**
Age			
	21-25 years	5	4.5
	26-30 years	25	22.5
	31-35 years	23	20.7
	35-40 years	24	21.6
	41 years and above	34	30.6
	Total	**111**	**100.0**
Marital Status			
	Single	33	29.7
	Married	75	67.6
	Separated	03	2.7
	Total	**111**	**100.0**
Education Level			
	Certificate	6	5.4
	Diploma	18	16.2
	Bachelor' Degree	69	62.2
	Masters' Degree	18	16.2
	Total	**111**	**100.0**
Employment Tenure			
	Less than 1year	7	6.3
	1-2 years	17	15.3
	3-5 years	29	26.1
	More than 4 years	58	52.3
	Total	**111**	**100.0**

Source: Primary Data

From table 2 above, out of the total number of respondents that participated in this study; 50.5% were male and 49.5% were female. These results imply that TASO Uganda employs staff with gender parity in consideration. It further means that this study captured representative views of both the sample of men and women.

Results from the table further showed that the majority of the respondents were above the age of 40 years accounting for 30.6% of the sampled respondents. This was followed by respondents who were aged between 26-30 years (22.5%), 36-40 years (21.6%), and 31-35 years (20.7%) respectively. The results implied that TASO Uganda employees were mature enough to provide informed responses to the study questions. It can still be seen from the table that the majority of respondents were married constituting 67.6 %. The single

respondents were 29.7 % while the ones that had separated from their spouse represented 2.7%.

Findings from the table additionally indicated that 69 respondents (62.2%) had a Bachelor's degree. There was equal representation of respondents with Masters and Diploma holders at 16.2% while certificate holders accounted for 5.4% of the respondents. Hence, most of the employees within TASO Uganda were degree holders. These findings implied that TASO Uganda employs educated staff who could ably express their views and give reliable results for the study.

Regarding employment tenure, the results showed that the majority of the respondents had served the organization for more than 5 years comprising 52.3%. The respondents that served the organization for between 3 and 5 years were 26.1%. 15.3% of the respondents had served the organization for between 1 and 2 years. It was only 6.3% that had served the organization for less than 1 year. As such, the majority of the respondents had served the TASO Uganda long enough to assess whether the organizational practices related to resilience

4.4 Inferential statistics

In this section, both correlation and regression analyses were conducted. Correlation analysis was used to obtain the nature of the relationship between the study variables. Regression analysis on the other hand was used to examine the extent to which organizational culture and transformational leadership, predicted the variance in employee resilience.

4.4.1 Correlation Analysis

Pearson correlation was used to obtain the correlation between study variables and to test the objectives of the study. The strength of the relationship was considered in terms of both the magnitude and whether the relationship is significant or not. A summary of these findings is indicated in Table 3.

Table 3: Pearson Correlations Matrix of organizational culture, transformational leadership, and employee resilience

	Organisational Culture	Transformational Leadership	Employee Resilience
Organisational Culture	1		
Transformational Leadership	.720 .000	1	
Employee Resilience	.489 .000	.498 .000	1

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

The findings from the correlation analysis showed that organizational culture, transformational leadership, and employee resilience have a positive, and significant correlation. This means that the association between the variables in the study is high and considered to be at a 0.01 level of significance.

4.4.2 Relationship between Organizational Culture and Employee Resilience at TASO Uganda

The first objective of the study sought to examine the relationship between organizational culture and employee resilience. As seen from Table 3 above, there was a strong and positive relationship between organizational culture and employee resilience at TASO Uganda ($r = .489, p < 0.01$). The strong relationship implied that an improvement in organizational culture was associated with improved employee resilience. The results further implied that the more culture at TASO Uganda is characterized by adequate management support, clear communication, and people orientation, the more the employees were adaptable and resourceful in the face of change and challenges.

4.4.3 Relationship between Transformation Leadership and Employee Resilience at TASO Uganda

The second objective of the study sought to examine the relationship between transformational leadership and employee resilience. As Table 3 above showed, there was a strong positive relationship between transformational leadership and employee resilience at TASO Uganda ($r = .498$, $p < 0.01$). The strong relationship implied that an increased application of transformational leadership wasd associated with improved employee resilience. The results further imply that the more the leaders at TASO Uganda exercised transformational leadership through intellectual stimulation, idealized influence, inspirational motivation and individualized influence, the more the employees were adaptable and resourceful in the face of change and challenges.

4.4.4 The combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda

The third objective of the study sought to examine the combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda. A regression analysis was conducted to establish how the variation in organizational culture and transformational leadership individually and in combination influenced the variation in employee resilience at TASO Uganda. The results are presented in Table 4 below.

Table 4: Regression coefficient of organizational culture, transformational leadership, and employee resilience

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	1.566	.367		4.271	.000
	Organizational Culture	.279	.121	.271	2.309	.023
	Transformational Leadership	.318	.123	.303	2.584	.011
R Square		0.283				
Adjusted R Square		0.270				
F-Value		2.136				
Sig.		0.000				

a. Dependent Variable: Employee Resilience

b. Predictors: (constant), Organizational culture, Transformational Leadership

The results from regression analysis in Table 4 above indicated that organizational culture (Beta=0.271, p< .05) was a significant predictor of employee resilience at TASO Uganda however transformational leadership was portrayed to have a higher significant predictive power (Beta=0.303, p< .05) compared to organizational culture. Table 4 further revealed that a combination of organizational culture and transformational leadership predicted up to 27% (Adjusted r2= 0.270) of the variance in employee resilience at TASO Uganda and other variables not considered in this study predicted up to 73%.

It can further be noted from the table that overall, a combination of organizational culture and transformational leadership weree reliable predictors of employee resilience. The F-value in this case was 2.136 and the p-value associated with this F value was very small (0.000) at 0.05 alpha level.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the overall discussion of the findings, conclusions, and recommendations of the study. This is done in line with the study objectives which were; to examine the relationship between organizational culture and employee resilience; to examine the relationship between transformational leadership and employee resilience; and to examine the combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda. The chapter further provides the limitations of the study and suggests areas for further studies.

5.2 Discussion of the findings

In this section, the findings were compared with the available literature and it is presented in following the study objectives.

5.2.1 Relationship between organizational culture and employee resilience at TASO Uganda

The results of the study showed that there was a strong and positive relationship between organizational culture and employee resilience at TASO Uganda ($r = .489$, $p < 0.01$). The strong relationship implied that an improvement in organizational culture was associated with improved employee resilience. The results further implied that the more culture at TASO Uganda was characterized by adequate management support, clear communication, and people orientation, the more the employees weree adaptable and resourceful in the face of change and challenges. This result was consistent with Avey et al. (2008) who found that a supportive organizational climate was an antecedent of resilience. It was further in agreement with Dyrbye et al., (2010,) Jain et al., (2012); and De Terte et al., (2014), who established that social support and organizational relationships strongly influenced employee

psychological resilience. It was also in tandem with the argument by Kossek and Perrigino (2016) that resilience was occupationally determined therefore workplace characteristics such as supportive coworkers, management support, and culture could positively develop or constrain resilience among employees. Additionally, Cooke, Wang, and Bartram (2019) found that supportive management was positively associated with increased employee resilience. Another study carried out by Dickson and Kamusiime (2017) revealed that managerial, supervisor, and coworker support were significant antecedents of employee resilience.

5.2.2 Relationship between transformational leadership and employee resilience at TASO Uganda

The findings revealed that there was a strong positive relationship between transformational leadership and employee resilience at TASO Uganda ($r = .498$, $p < 0.01$). The strong relationship implied that an increased application of transformational leadership was associated with improved employee resilience. The results further implied that the more the leaders at TASO Uganda exercised transformational leadership through intellectual stimulation, idealized influence, inspirational motivation, and individualized influence, the more the employees were adaptable and resourceful in the face of change and challenges. This finding had both theoretical and empirical support from extant works. MacIntyre, et al., (2013) for instance argued that the four dimensions of transformational leadership—idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation— all contributed to the process of developing and maintaining resilience in followers, provided that the leaders' values are strongly grounded in a moral/ethical foundation. Empirically, in a qualitative study about early career teacher resilience, Peters and Pearce (2012) found that the relationship with principals has a large influence (negative and positive) on teachers' feelings of personal and professional well-being. A quantitative

study among healthcare teams by Sommer et al. 2016) established the positive influence of transformational leadership on team members' resilience. Similarly, Kuntz, et al. (2017) found that the availability of support from supervisors and constructive feedback was positively related to individual resilient behavior. Similarly, transformational leaders who inspired subordinates had been found to increase resilience (Harland et al., 2005; Nguyen et al., 2016). The finding was further consistent with results in the most recent study conducted in Sri Lanka which indicated that there was a positive and significant impact of transformational leadership in boosting employee resilience (Waidyaratne, 2022).

5.2.3 The combined effect of organizational culture and transformational leadership on employee resilience at TASO Uganda

Results indicate that both organizational culture (Beta=0.271, p< .05) and transformational leadership were significant predictors of employee resilience at TASO Uganda however transformational leadership was portrayed to have a higher significant predictive power (Beta=0.303, p< .05) compared to organizational culture. This finding had support in existing literature. According to Bass (1985), transformational leaders do work within the culture as it exists but are primarily concerned with changing organizational culture. Bass proposes that transformational leadership promoted a working environment characterized by the achievement of high goals, self-actualization, and personal development. Similarly, Bass and Avolio (1993) suggested that transformational leaders move their organizations in the direction of more transformational qualities in their cultures, namely, accomplishment, intellectual stimulation, and individual consideration, therefore, suggesting that transformational leadership has a direct effect on culture.

The results of the study further revealed that a combination of organizational culture and transformational leadership predicted up to 27% (Adjusted r2= 0.270) of the variance in employee resilience at TASO Uganda. It was further revealed that overall, a combination of

organizational culture and transformational leadership are reliable predictors of employee resilience. The F-value in this case was 2.136 and the p-value associated with this F value was very small (0.000) at 0.05 alpha level. This result found support in the literature. As argued by Muzondiwa et al., (2022) organizational culture and leadership were inextricably linked, thereby high performing organization where leaders were aware of the embedded multiple cultures and dynamics within an organization were able to influence the process of necessary change and consequently shaped a thriving organization and employees. Oh et al., (2015) found that both transformational leadership and person-centered organizational culture were positively correlated with resilience. Also, Block (2003) found that employees who rated their immediate supervisor high in transformational leadership were more likely to perceive the culture of their organization as adaptive, involving, integrating, and having a clear mission. Further, studies conducted on the transformational leadership (Harland et al., 2005; Nguyen et al., 2016) and organizational culture (Dyrbye et al 2010, Jain et al 2012, De Terte et al 2014) independently reveaedl that they were predictors of employee resilience.

5.3 Conclusion

The overall goal of this study was to investigate the relationship between organizational culture, transformational leadership, and employee resilience at TASO Uganda. Specifically, it sought to examine the relationship between organizational culture and employee resilience, the relationship between transformational leadership and employee resilience, and examine the combined influence of organizational culture and transformational leadership on employee resilience at TASO Uganda. From the first and second objectives, the results of the analysis showed a strong and positive relationship between organizational culture, transformational leadership, and employee resilience. From the third objective, the results showed that both the independent variables were reliable predictors of employee resilience at TASO Uganda. In terms of predictive power, transformational leadership was a stronger

predictor than organizational culture. Organizational culture and transformational leadership were seen from the findings predicted up to 27% of the variance in employee resilience at TASO Uganda, therefore 73% of the variance was accounted for by other factors.

Therefore, with continuous management support and exemplary leadership behavior, coupled with an effective internal communication strategy that gave constructive feedback, TASO employees were more likely to respond positively to change and existing challenging situations. Also, employee adaptability and resourcefulness at TASO could boosted by firmly grounding employee confidence in their leaders' ethical beliefs and organizational values.

5.4 Recommendations

Drawing on the aforementioned conclusion, the following recommendations are suggested

1. From the first objective that sought to establish the relationship between organizational culture and employee resilience at TASO Uganda, there was a need for an effective internal communication strategy. Where, if successfully delivered, internal communications offered the workforce the chance to raise concerns and worries thereby making them develop resilience capability.
2. The second objective which sought to examine the relationship between transformational leadership and employee resilience at TASO Uganda. Management ought to consistently extend the necessary support to employees especially in the face of change to enable employees to cope with challenging situations.
3. From the third objective that sought to examine the predictive power of organizational culture and transformational leadership on employee resilience at TASO Uganda, managers were to provide a sense of hope or purpose to the subordinates by role-modeling confident behavior thus an enabling environment and resilient employees

5.5 Limitations of the study

1. This study adopted a cross-sectional research design providing snapshot data at a given point in time. This study would have provided additional insights if a longitudinal research design had been adopted.
2. This study was conducted only at TASO Uganda, the results of which may not be representative of situations in other organizations.
3. The study used only quantitative research approaches. This limits in discovering underlying issues which is possible through qualitative methods.

5.6 Areas for further studies

The following are the suggested areas for further research

1. Future researchers should carry out comparative analysis of the study involving many organizations
2. Future studies could focus on inspirational motivation and employee adaptability
3. Future researchers should carry out similar study using the mixed methods research methodology
4. Future researchers should carry out similar studies using other indicators/variables

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Appendices

Appendix I: Questionnaire

MAKERERE UNIVERSITY

Dear Sir/Madam,

I am **ADONG GLADYS ASIO**, a student at Makerere University Business School pursuing a Master's Degree in Business Administration, carrying out research titled "**Transformational Leadership, Organization Culture and Employee Resilience.** You have been chosen to take part in this study by giving responses to the questions below. You are therefore kindly requested to assist in your capacity to answer the questions given below. Your responses will be kept with utmost confidentiality and used for academic purposes only.

SECTION A: <u>BIODATA</u>

[Tick in the box that suits your response OR fill in the right response in space provided]

1. Gender

Male ☐ Female ☐

2. Age Bracket

Less than 20 years ☐ 21 – 25 years ☐

26 – 30 years ☐ 31 – 35 years ☐

36 – 40 years ☐ 41 years and above ☐

3. Marital Status

Single ☐ Married ☐ Widowed ☐

Separated ☐ Divorced ☐

4. Duration working in this Organisation

Less than 1 year ☐ 1 - 2 years ☐

3-5 years ☐ More than 5 years ☐

5. Highest academic qualifications

UCE and below ☐ Certificate ☐ Diploma ☐

Bachelor's degree ☐ Master's degree and above ☐

SECTION B

This section contains statements that relates to transformational leadership, organisational culture and employee resilience. Please tick against each statement the appropriate response in your view in the scale of SA= Strongly Agree (5), A=Agree (4), NS=Not Sure (3), D=Disagree (2), SD=Strongly Disagree (1)

Transformational Leadership					
Intellectual stimulation	**SD**	**D**	**NS**	**A**	**SA**
My supervisors encourage me to be creative in my work.	1	2	3	4	5
My superiors encourage me to think positively in order to get my work done.	1	2	3	4	5
I'm committed to my work because my superiors stir me to work towards achieving a compelling vision.	1	2	3	4	5
My supervisors and subordinates are receptive to my creative ideas.					
Idealized influence	**SD**	**D**	**NS**	**A**	**SA**
My superiors allow us to share work ideas as a group.	1	2	3	4	5
Through our leaders, I can predict future disasters and strategically plan for them early.	1	2	3	4	5
I'm free to approach my supervisors irrespective of the hierarchical structures put in place in the health facility.	1	2	3	4	5
My superiors encourage teamwork in the work place	1	2	3	4	5
Inspirational motivation	**SD**	**D**	**NS**	**A**	**SA**
Our leaders can identify a shared vision even in stressful times.	1	2	3	4	5
Our leaders inspire me to believe in and work towards accomplishing various tasks.	1	2	3	4	5
Our leaders physically engage in my work activities	1	2	3	4	5
I'm encouraged to make better decisions for my workplace by my superiors.	1	2	3	4	5
Individualized consideration	**SD**	**D**	**NS**	**A**	**SA**
My superiors are highly engaging in my line of work.	1	2	3	4	5
My supervisors listen to my ideas before making a final decision.	1	2	3	4	5
My superiors share their knowledge voluntarily.	1	2	3	4	5

There is high collaboration between me and my co-workers, and the community.	1	2	3	4	5
Organizational culture					
Management support	**SD**	**D**	**NS**	**A**	**SA**
I am encouraged to come up with new ideas for the organization.	1	2	3	4	5
I have been offered training opportunities by the organization.	1	2	3	4	5
The organization intentionally builds positive relationships amongst employees	1	2	3	4	5
Management also encourages me to take care of my personal needs.	1	2	3	4	5
I have never been delegated to take up a higher position in the organization	1	2	3	4	5
Communication pattern	**SD**	**D**	**NS**	**A**	**SA**
Management of the organization can effectively communicate with other staff.	1	2	3	4	5
I understand all suggestions, opinions, and ideas delivered to me.	1	2	3	4	5
My superiors accept feedback from me about any communication	1	2	3	4	5
I'm free to talk to everyone irrespective of their hierarchical position	1	2	3	4	5
People orientation	**SD**	**D**	**NS**	**A**	**SA**
The organization cares about employees' needs and welfare.	1	2	3	4	5
I am treated with respect at the workplace.	1	2	3	4	5
The organization's management encourages teamwork and team building.	1	2	3	4	5
The department /unit recognizes my contributions to the workplace.	1	2	3	4	5
I'm not discriminated against in the department/unit.	1	2	3	4	5
Employee resilience	**SD**	**D**	**NS**	**A**	**SA**
Adaptability					
I'm open-minded to various suggestions that are presented to	1	2	3	4	5

me					
There is always a backup plan improvised by the team	1	2	3	4	5
I find it easy to work with others all the time	1	2	3	4	5
Our processes are always flexible	1	2	3	4	5
It is easy to adjust my work to any situation in my department	1	2	3	4	5
Resourcefulness	**SD**	**D**	**NS**	**A**	**SA**
I'm involved in the decision-making process of the department/unit.	1	2	3	4	5
I'm allowed to use imagination in the way I perform my work.	1	2	3	4	5
I'm able to work with limited resources.	1	2	3	4	5
My job responsibilities and roles do not clash with other employees' job responsibilities and roles.	1	2	3	4	5
I use an action plan to accomplish my tasks.	1	2	3	4	5

THANK YOU!