THE EXPLORATION OF LEADERSHIP STYLES ON EMPLOYEES' PERFORMANCE: A STUDY OF PREMIER SPECIALIST HOSPITAL, KUALA LUMPUR, MALAYSIA

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ABSTRACT

In an aggressive business environment, specifically in healthcare, organisations depend on their market leaders to assist in accomplishing the necessary improvements and innovations that are necessary to maintain a competitive edge. After a comprehensive situational analysis at Premier Specialist Hospital, it is evident that there is common friction between individual responsibilities and roles that causes internal politics. Initial results pointed to a lot of laissez-faire leadership tendencies. Thus, this serves as a breeding ground for poor innovation, decreased commitment, and poor team chemistry, which significantly affects employee performance, as observed through the study results. This suggests that the inability to meet performance targets due to the lack of the strategic interventions of a specific leadership style to specific situations is the problem at hand. The primary objective of this study is to understand leadership styles and their impact on employees' performance at Premier Specialist Hospital, Kuala Lumpur, Malaysia. A qualitative methodology with a phenomenological design was adopted in which 10 participants from the managerial level and the Head of Department were selected. This group is directly reported to the CEO (the unit of analysis for this study). The data were gathered through interviews with research participants using semi-structured interview questions tailored to the study's context and research objectives. The leadership styles were measured through the participants' responses to the leadership characteristics of the previous or current CEO at the specialist hospital and how these leadership characteristics have impacted their performance. The results show that the transformational leadership style is the most exhibited at Premier Specialist Hospital, followed by the charismatic leadership style. Overall, responses in a transformational leadership style were found to be strongly related to employee performance measures in terms of their duties and assignment, motivation or morale, and commitment towards the job or organisation. Charismatic leadership had a significant positive relationship with motivation and morale, contributing to performance quality. Authoritative and laissez-faire leadership styles had an insignificant relationship with employee performance. The results suggest that organisations need to use a lot of transformational leadership behaviours or rather embrace transformational leadership styles and not autocratic or laissez-faire leadership. According to the findings, transformational leadership may have a greater impact on employee productivity and performance quality than traditional leadership practices. Therefore, it is recommended that transformational leadership is the most ideal and effective leadership style to be used at Premier Specialist Hospital, Kuala Lumpur, Malaysia.

Keywords: leadership style, employee performance, health-care Malaysia

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CHAPTER ONE
INTRODUCTION

1.1   Background of Study

One of the essential aspects of organisational existence is leadership. In recent years, the topic of leadership has received increasing attention in the literature (Fourie 2022; Korkmaz et al. 2022; Ismail et al. 2011; Kamisan & King 2013). Leadership is a complicated process with numerous subcategories and subtleties, but at its core, leadership is defined as the process through which leaders persuade followers to contribute to collective objectives (Kaiser, McGinnis & Overfield 2012). Despite having a consistent core, distinct leadership styles contain various tenets that represent different ideas. Hao and Yazdanifard (2015) and Rad and Yarmohammadian (2006) stated that the success of an organisation is dependent on good leadership and performance. A competent leader gives direction to the company and can maintain high employee engagement and happiness, which leads to outstanding performance.

While employee performance has continuously gained huge attention since decades ago (Omar et al. 2022), several studies (to name a few: Ullah et al. 2022; Khan et al. 2021; Kumar & Bhatti 2020; Lok & Crawford 1999, 2001; William & Hazer 1986; Rad & Yarmohammadian 2006) also have investigated the connection between leadership and employee performance, and it has been determined that leadership affects employee performance and organisational development. High work satisfaction improves employees' psychological and physical well-being, which improves employee engagement and performance (Satuf et al. 2016). According to Slavin and Morrison (2013), when ineffective

leadership tactics from others at various management levels are combined, the leadership style displayed in the workplace can affect every employee's attitude and behaviour.

The connection between leadership style and the ability to harness good staff performance may be crucial for overcoming organisational challenges produced by bad leadership styles in public and private enterprises. Andronic and Dumitrascu (2017) as well as Rehman et al. (2012) found that the relationship between the leader and the employee has a major impact on the workplace. Then, a study conducted by Sihombing and Gustam (2007) found that employees feel more responsible, accountable, and dedicated to the company when they are pleased with their work. They also tend to stay with the company for an extended period of time (Santhapparaja & Alam 2005). It improves employee performance and commitment while decreasing absenteeism and turnover (Tabassum, Siddiqui & Shabbir 2021; Lambert & Paoline 2008; Okpara et al. 2005; Schroder 2008). As a result, organisational effectiveness and goal accomplishment improve.

Leadership is not a "one-size-fits-all" concept; frequently, a superior must adapt their style to fit a situation or a specific group, which is why it is beneficial to develop a complete understanding of different leadership styles. Furthermore, the more approaches the leader is familiar with, the more methods they will employ to succeed (Murray 2013). Leadership is an essential element of group social interactions in the workplace. Since ancient times, it has been the main component determining group behaviour in any organisation. When appropriately used, each employee feels a strong desire to achieve strategic goals and long-term objectives.

On the other hand, organisational goals and targets will never become a reality until an effective leadership model exists. It is critical to recognise how leaders' characteristics and environment influence their overall efficiency. A thorough examination of a worker's knowledge, skills, experience, state of mind, and inspiration increases maximum production and competence at work. As leadership oversees the human resource system, it lays the foundation for a company's resources to be used effectively via personal talents, expertise, and competence. Employee performance includes carrying out specified responsibilities, meeting deadlines, staff competence, efficiency, and productivity in performing tasks. Many businesses need strong leadership qualities that encourage employee dedication and overall performance effectiveness.

Mohammed et al. (2014) employed a path-factual approach to leadership in Africa to look at the link between leadership models and employee performance effectiveness. They focused on a small number of enterprises in Abuja, Nigeria's federal capital. The inquiry was started to see if there was a link between leadership styles and employee performance in the chosen organisations. The results revealed a link between a company's leadership style and its employees' performance. The outcomes of this study reveal that the ability of employees to achieve company objectives and goals is influenced by managers and their leadership styles in the workplace (Menz 2012). According to the conclusions of the study, to attain exceptional employee performance, a better pay structure should be introduced (Northouse 2014). As evidenced by the study's results, effective leadership has a major impact on staff performance and advancement.

The path-goal principle was used by Otieno, Waiganjo, and Njeru (2015) to assess the link between the leader-relationship strategy and worker performance in the Kenya horticultural sector. In 2015, the results were made public. According to the report, staff involvement was highlighted as one of the techniques organisations in the horticultural sector employ to improve their overall performance. Wanjala (2014) investigated the effect of leadership design on staff job performance in the hospitality industry, which was examined at Safari Recreation Resort. The primary objective of this study was to investigate the various leadership models used by managers and how they influenced the performance of their employees on the job. As a result of the investigation, it was discovered that the democratic and transformational leadership models were much more prevalent at the Safari Park Resort than the autocratic leadership model. The study's results revealed that a manager's leadership style impacts their employees' job performance positively or negatively.

Personnel working for government agencies in Malaysia are frequently chastised for their poor performance, inflexibility, inefficiency, lack of accountability, and formality (Said et al. 2015). In Malaysia, leadership is inextricably tied to a propensity for hierarchical systems and cooperative efforts (Ansari et al. 2004). According to Hofstede (2001), Malaysia is the most advantaged nation, with leaders wielding enormous influence and authority. Leader's command and make decisions, making laws (Jayasingam & Cheng 2009). According to Ansari et al. (2004), Malaysian employees are typically bound to respect orders and put them into action, and they are not permitted to express disagreement with their superiors. Elderly individuals (sometimes known as superiors or elders) are often revered and followed. They are the ones who make the decisions, and the minors are

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generally obligated to put those decisions into action. Most of the time, social customs that apply to juniors do not discriminate against the elderly. In this way, anger and animosity against a leader are generally contained and controlled, and the inclination is to do everything it takes to satisfy the superior (Ansari et al. 2004; Jayasingam & Cheng 2009).

Ng'ethe et al. (2012) have disputed the notion that leaders' roles and the implementation of leadership best practises are critical for staff retention and recruitment. This statement is based on the notion that differences in leadership may encourage and demoralise employees, leading employees to increase or decrease their level of performance and propensity to stay in the organisation. In every field, the performance of an organisation can be linked straight back to the vision and determination of the company's leaders. As a result, it is critical for an organisation to have successful leadership styles that motivate and inspire their employees to achieve their full potential (Bamigboye 2000). Employee performance in organisations is critical to achieving organisational goals and can be improved through effective leadership.

Leadership styles, in turn, are critical to the effectiveness and efficiency of an organisation in general. The employees' performance is distinctive, as are the organisations' outcomes and success. As a result, it is rationally recognised that leadership styles have a substantial connection with employee productivity, even if the nature of the relationship varies from country to country or organisation to organisation (Bass 1985). In this way, good leadership encourages increased involvement from the whole workforce while also impacting individual and organisational performance to accomplish corporate objectives (Naderi & Jadidi 2014).

Consequently, the accomplishment of organisational goals and the inability to achieve them are strongly correlated with the leadership style used (Meraku 2017). Ibrahim and Daniel (2019) stated many organizations has failed due to ineffective leadership style of the management team of such organization and institution on such situation, the workers are not well organized, controlled or co-ordinated, the effect of this attitude arises from ineffective leadership style, low productivity, high operating cost, uncooperative attitude of employees and others. There has been a lack of strategic interventions by certain leadership styles in specific circumstances, which had been anticipated as the point being made. This problem has been impacting employee performance continually.

In accommodating the above scenario, this study will focus on the effectiveness of a leadership style that can transform Premier Specialist Hospital employee performance.

1.2   Problem Statement

According to Luedi (2022), leadership is an infinite and tremendously complex journey along with paradoxes that cannot be captured comprehensively. From the perspective of Ngambi et al. (2010) and Ngambi (2011), leadership is a process of persuading people to devote themselves to realising their full potential to contribute value in a collaborative perspective with passion and utmost honesty. Companies rely on their market leaders to help them achieve the innovations and improvements required to retain a distinct competitive advantage (Hartono 2013). Assuring total organisational efficiency via effective leadership is valuable (Cummings & Schwab 1973; Hellriegel et al. 2004). Therefore, a leader's relationship with individual supporters may be critical to their leadership style and practice, primarily in a competitive business environment such as the healthcare industry. Numerous leadership theories have been proposed in the past 50 years. Those theories claim to affect companies' efficiency as measured by their employees' performance.

However, the lack of effective leadership (Amin, Durmaz & Demir 2021; Gastil 2012) is one of the most pressing issues in many corporations today, including healthcare (Teame, Debie & Tullu 2022; Tadesse 2019). Front-line customer service representatives in hospitals that can establish instant rapport with customers and provide the necessary assistance cannot be inflated. Since the support given by many of these staff members reflects the hospital's image and influences client evaluations of support assistance quality, high-quality front-liner employees are critical to the hospital's improvement. Employees in front-line client service positions (medical professionals and non-clinical personnel) are usually directly accountable for face-to-face customer service, service quality, and overall

customer satisfaction. These elements contribute to achieving high overall efficiency (Hartline, Wooldridge & Jones 2003).

Many business observers and experts agree that cheerful and focused front-line employees promote the hospital's customer-oriented ideals, demonstrate the least amount of role pressure, and give the highest level of patient support (Hartline, Maxham & McKee 2000; Singh 2000). The ability of a hospital to transform input solutions into a competitive advantage is severely limited in the absence of highly effective leadership. As a result, the leadership model has a strong connection with the company's growth. According to research conducted by Bass (1990), market leaders oversee forty-five to sixty-five per cent of the overall factors that influence the success or failure of a company. Staff behaviour, including their acceptance of the hospital's approach and organisational value, is influenced by leadership style, which is associated with both organisational outcomes and staff overall work effectiveness.

Organizational outcomes and employee work efficiency are linked to leadership style (Addin 2020; Karada 2015; Ehrhart 2004). Managers can also sway employees' commitments to provide high-quality service by portraying themselves as proponents of it (Babakus et al. 2003). Managers should be prepared to adopt the most suitable leadership practices, although different leadership approaches can influence people's behaviour in various ways. In many empirical studies, leadership applications have improved organisational performance (Addin 2020; Alhawamdeh, Alghizzawi, & Habes 2020; Nandasinghe 2020; Ibrahim & Daniel 2019; Salloum et al. 2019), and solid market leaders outperform poor market leaders in many studies (Burns 1978; Bass 1990; Hater & Bass 1988; Howell & Avolio 1993). According to Kavanagh (1982), the structure of job

performance is perfectly discernible.

This dynamic, multi-dimensional structure shows employees' conduct in carrying out the need for a proven organisational purpose, which is believed to connect with employees' behaviour. The person's actions may indicate their job performance, and it is reasonable to believe that these behaviours are representative of the individual's work performance. On the other hand, prior research has indicated that performance is undoubtedly dynamic; it changes with time (Deadrick & Madigan 1990; Henry & Hullin 1987). Although no inherently causal relationships were discovered, specific changes in any method of evaluating work performance may be attributed to the outcomes assessed by progressive factors (Deadrick et al. 1997).

In various healthcare institutions and organisations such as Premier Specialist Hospital, sound leadership styles, including corporate and other leadership approaches, are needed. Following a complete situational study, it was discovered that there is a regular conflict between individual tasks and functions or effectiveness (as also mentioned in studies conducted by Muis et al. 2021; Anwar et al. 2012; Omar, Mohd, & Ariffin 2015), which leads to internal politics at Premier Specialist Hospital. The study's preliminary results revealed a lot of laissez-faire leadership characteristics. As a result, as the study results show, this acts as a breeding environment for destructive creativity, lower dedication, and poor team chemistry, all of which substantially impact employee performance. This shows that the issue is the inability to reach performance targets due to a lack of strategic interventions by various leadership styles in specific scenarios.

Implementing the highest management designation at Premier Specialist Hospital is contractual, and the Islamic Government Agency decides the agreement. Some of the criteria for this appointment are subject to the ruling political party at the appointment time. Therefore, this appointment is more of a political tendency than the critical leadership competency that is required to guide the strategic direction of Premier Specialist Hospital to compete with other hospitals of similar quality. The appointment of the Chief Executive Officer and Chairman of the hospital, in addition to the frequent changes in leadership, is not commensurate with the experience and qualifications required for a smooth operation and consistent productivity improvement due to the lack of knowledge and experience in running a specialist hospital business and operations. The Premier Specialist Hospital's top management chooses to practise charismatic or laissez-faire leadership without knowledge of and competent leadership of specialist hospital operations. This has caused many problems in the hospital. The change of the chairman and CEO of the hospital every two years also resulted in the strategic plan being devised for three to five years being abandoned only halfway. They have a new strategic plan every time the new top management is appointed and taken over.

As a result, the company experienced an unnecessary increase in operating costs resulting from a change in leadership. Employees are also confused about the company's direction regarding strategic plans and are losing focus on their jobs. Due to inconsistent company direction and weak top leadership, employees lose motivation, and job performance declines or stagnates. Employees are beginning to have discipline problems, job dissatisfaction, and low morale, and some take advantage of this weak leadership for personal advantage. In her study, Fennel (2021) stresses the need for additional leadership

research in the health industry. The lack of a firm empirical foundation for leadership in the human service industry was also addressed by Haworth, Miller, and Schaub (2018) and Healy and Lonne (2010).

Therefore, this study aimed to fill this research gap by examining leadership best practises with a sizable array of attributes in improving organisational performance and productivity, focusing on Premier Specialist Hospital in Kuala Lumpur, Malaysia. This is what the study covers. A recommendation can be established in leadership best practises via this research, which can lead to organisational sustainability and growth for Premier Specialist Hospital and the healthcare industry in Malaysia.

1.3   Research Questions

The primary objective of this study is to understand leadership styles and their impact on employees' performance at Premier Specialist Hospital, Kuala Lumpur, Malaysia. Based on this primary purpose, this study needs to answer three research questions as below:

i)   What characteristics of the best leadership practices significantly enhance employees' performance in Premier Specialist Hospital, Malaysia?

ii)   How do leadership practises influence the performance of the employees in Premier Specialist Hospital, Malaysia?

iii) How does the conceptual framework link the best leadership practises and employees' performance in Premier Specialist Hospital, Malaysia?

1.4 Research Objectives

Based on the primary purpose and three research questions listed in the previous section, this study needs to fulfil three research objectives. These research objectives are:

i)   To determine the characteristics of best leadership practises that significantly enhance employees' performance in Premier Specialist Hospital, Malaysia

ii)   To understand how leadership practises influence the performance of the employees at Premier Specialist Hospital, Malaysia.

iii) To propose the conceptual framework linking the best leadership style and employee performance in Premier Specialist Hospital, Malaysia

1.5   Significance of the Study

1.5.1   Theoretical Contributions

Using the theoretical foundation of autocratic, charismatic, transformational, transactional, and laissez-faire leadership styles developed by Bass (1985), this study sought to understand how employees perceive a leader's styles and how those styles influence work performance in hospitals. Interests in leadership may be discovered both in academic and professional studies, with a variety of viewpoints engaging the topic, including neuroscience and psychology, which are often used to better analyse leadership styles, among other things (Malik, Aziz & Hassan 2014). Existing research on leadership styles has identified five main types: autocratic leadership, charismatic leadership, transformational leadership, transactional leadership, and laissez-faire leadership.

According to Khan et al. (2015), autocratic leadership is characterised by the supervisor gaining control and making decisions in an authorization-based fashion. One of the most well-known and recognised leadership styles globally is charismatic leadership (Ojokuku et al. 2012). Because of their attributes, charismatic leaders, according to Awamleh (2022) as well as Armstrong and Stephens (2005), can influence others. Employees who follow a transformational leadership style are motivated by higher goals and moral principles, which may drive them to achieve above and beyond expectations, resulting in the transformation of both people and companies (Susilo 2018; Bass 1985). The transactional leadership style is built on bureaucratic power and legitimacy rather than personal authority. Burns (1978) hypothesised that this method strongly emphasises job expectations, workloads, and task-oriented objectives, among many other things.

Employee performance is influenced by work completion and employee compliance in this strategy, and employees are motivated and disciplined through corporate incentives and punishments. Lastly, the hallmark of the laissez-faire leadership style is a complete or widespread refusal to accept responsibility for managing the organisation (Bass 1999). An examination of the five leadership styles (autocratic, charismatic, transformational, transactional, and laissez-faire) in the context of employees who work for healthcare organisations is required to expand the literature on leadership in the healthcare sector. This examination will help to understand better the influences that these styles have on employees' performance.

In this research, five leadership styles are under examination, and the following concepts serve as the basis for the inquiry and theories: Also included in the study were components or themes of organisational performance and follower perceptions that were included in these leadership styles and frameworks. Leaders may use the research results from Premier Specialist Hospital to enhance the work environment and organisational performance. There is a pressing need to evaluate the role of leadership within Premier Specialist Hospital, considering the significant responsibilities. New leadership methods must be implemented that allow leaders to fulfil service delivery objectives in ways that successfully leverage change.

1.5.2   Practical Contributions

The social study proved how leaders in the healthcare sector might increase work performance and, as a result, improve cultural characteristics, services, and productivity, among other things. The study is intended to be used by future researchers, students, and academics since it contributes to the body of knowledge in solving this problem. Employees' views of leadership styles and how they affect work performance may help improve the overall performance of a hospital or other healthcare institution. This study has multiple implications, including the ability of Premier Specialist Hospital to gain information or insight. This is for improvement by taking corrective measures in the identified areas and understanding the relationship between leadership styles and employee performance to develop mechanisms to improve employee and organisational productivity. This study also has the potential to help other organisations improve their productivity. It is intended to guide other healthcare organisations, researchers, and students who want to do similar studies in the future.

This study may contribute to Premier Specialist Hospital's understanding of organisational leadership. The new Medical Director, Chairman, and Chief Executive Officer are appointed every two years at the hospital. There is also a scarcity of research on how leadership and management practises affect staff engagement and performance at a private specialist hospital in Malaysia, which is another concern. Leadership is perhaps the essential tool in the company's arsenal, and with good leadership, organisational goals may be accomplished while productivity is increased to the maximum. The positive leadership style used by the hospital has a significant impact on the employees'

effectiveness and the company's attrition. With the results, a leadership platform for Premier Specialist Hospital can be suggested, and how leadership style applications could be much more effective in increasing employee engagement and performance.

This research aims to determine whether employee performance is related to the leadership model used by the business. The goal of Premier Specialist Hospital is to provide value to the promotion of current edge or peripheral knowledge amongst individuals and enhance the link between the employer and the employee by strengthening the two parties' relationship. Additionally, it is critical to help the organisation choose the most effective leadership style, allowing them to achieve the highest possible productivity from their employees' contributions, ultimately leading to the hospital's goals. At the same time, the information collected from this study may be beneficial to academics and other analysts who want to research leadership in health care settings, especially at private hospitals in Malaysia.

1.6   Scope and Limitation

According to the findings of the study, academic literature was explicitly focused on the effects of perceived leadership behaviour on reported employee effort and performance at work. Further limitations of this research were established by the study's scope, which included only personnel with prior work experience at Premier Specialist Hospital who were at the middle management level or above and reported to the CEO. Simon and Goes (2011) stated that phenomenology research should explore sample sizes ranging from five to twenty-five individuals to analyse and comprehend the subjects' lived experiences thoroughly. There were several limitations to this research.

For instance, principles and work ethics differed from organisation to organisation, indicating that variables linked to organisational culture restricted the transferability of research results. In his book, Ryan (2013) indicated that though the same interview questions were used for all participants in the study, there could be variations in responses related to replying and confirming. As a result, it was suggested that members double-check specific responses. The results of this study may not apply to other sectors or government agencies. However, because some organisations have core policies and traits similar to those in the current study, such results can suggest autocratic, charismatic, transactional, transformational, and laissez-faire leadership styles to some extent.

1.7 Definition of Terminologies

This section defines eight terminologies that are frequently used in this study.

i) Leadership: The capacity of a person to affect the motivation or competency of others in a group to inspire followers to accomplish visions or objectives (Humphrey 2012).

ii) Leadership style: A synthesis between leaders' actions and behaviour (DuBrin 2009).

iii) Autocratic Leader: Leadership is when the leader acquires authority and decides an authorization way (Khan et al. 2015).

iv) Charismatic Leader: The leadership method is one of the most ancient, recognized leadership styles (Ojokuku et al. 2012).

v) Laissez-faire Leader: A type of leadership in which the leader does not engage; the leader abdicates power to whoever is ready to utilize it and does not offer direction to workers or conduct any leadership tasks (Rukmani, Ramesh, & Jayakrishnan 2010).

vi) Transactional leader: A leader who utilizes incentives to gain compliance and watches for errors; someone who cannot drive workers to a greater degree of commitment (McCleskey 2014).

vii) Transformational leader: A leader that motivates, empowers, has good ethics and inspires people to greater levels of commitment (Onorato 2013).

viii) Performance: The work-related tasks required of an employee and how effectively those activities are performed. In the workplace, psychological factors influence

employees' degree of effort and perseverance in the face of difficulties (Society for Human Resource Management 2010).

1.8   Thesis Structure

This thesis is segmented into five chapters. As the introductory chapter, Chapter One introduces the study's focus by providing the study background and the problem statement. Then, this chapter lists three research questions and three research objectives that drive the journey of this study. Moving forward, this chapter focuses on the significance of the study, its scope and limitations, and the definition of eight frequently used terminologies.

Chapter Two reviews the literature related to the focus of the study, particularly on leadership and employees' performance. This chapter presents the definition of leadership, and leadership theory development. Next, this chapter emphasises leadership styles and the concept of leadership and leadership styles. These leadership styles include autocratic, laissez-faire, charismatic, transactional, and transformational. Then, this chapter discusses employees' performance and how leadership styles impact it. This chapter ends with a discussion on the synthesis of the research results and gaps in research.

Chapter three discusses the methodology used in this study. This chapter starts with the research design and explains the case study before emphasising the researcher's role. Later, this chapter focuses on the population and sample before scrutinising the interview strategies. Next, this chapter explains the verbatim, pilot test, data analysis plan, and data management. A discussion on ethical procedures and issues of trustworthiness completes this chapter.

Chapter four discusses the analysis and results of the study. This chapter begins by presenting the participants' demographic profiles and data analysis. Then, this chapter presents the results according to three research questions posed in the study, which are research questions one, two, and three. After presenting the results, this chapter continues by presenting the evidence of trustworthiness, discrepant cases, and emergent themes.

Chapter five, as a final chapter, discusses the study results, provides recommendations, and concludes the study. The presentation of this chapter starts with discussing the results according to three research questions of the study. Next, this chapter discusses the limitations and the practical and theoretical contributions of the study. This chapter ends by explaining the recommendations and then concluding the study.

CHAPTER TWO
LITERATURE REVIEW

2.1   Introduction

This chapter reviews the literature related to leadership and employees' performance. This chapter begins with the definition of leadership. Then, this chapter discusses the development of leadership theories and leadership styles. Next, this chapter discusses the concept of leadership and leadership styles before emphasising the employees' performance and the impact of leadership styles on the employees' performance. This chapter ends with a synthesis of the research results and gaps in research.

2.2   Definition of Leadership

Torlak, Demir and Budur (2021) stated leadership is a combination of character and duty aimed at rescuing people and organisations and putting things right. However, it was not until the middle of the twentieth century that the systematic study of leadership began to gain traction. This was primarily because far more emphasis was put on effective management methods than practical leadership skills before that time. According to Luedi (2022), leadership is an infinite and tremendously complex journey along with paradoxes that cannot be captured comprehensively.

A common misunderstanding is that leadership and management may be used interchangeably. While management is concerned with planning, managing, and expanding an organisation's resources, leadership aligns people with the organisation's objectives (Wakabi 2016). Management and leadership are two different things. Following the

different theories mentioned above, the idea of leadership has changed from the 1940s to the twenty-first century. For example, leadership in the 1940s was defined as influencing and instructing. This is due to their powerful influence and position (Bass & Bass 2008). In contrast, in the twenty-first century, leadership is when a leader is said to be the most responsible and held to account for the organisation's activities.

According to Ng'Ethe et al. (2012)'s research, leadership is the human factor that brings a group together and motivates them to achieve goals and turn their potential into reality. It could also apply to a procedure in which someone is persuaded to do something they don't want to do (Bratton, Grint & Nelson 2003). As described by Ng'ethe et al. (2012), leadership is an interaction in which one person may influence the behaviour of others, and the leader can use their human influence to push others to achieve a specific goal. According to Armstrong (2012, p. 4), leadership can persuade others to act differently on their terms. Motivating others to do their best to attain a goal, obtaining their commitment, and encouraging them to achieve a desired goal and outcome are all part of leadership (Armstrong & Stephens 2005).

On the other hand, Daft (1999, p. 427) described leadership as a series of socioeconomic interactions designed to accomplish objectives. Almost all descriptions of leadership can create a component of influence and persuasiveness from one person to another. This may be referred to as a leader to follower. Employee performance and retention are influenced by the connection between the leader and the other individuals under their control (Ribelin 2003). The term "influence" does not necessarily refer to the power or control a leader has over their followers to motivate them to achieve a goal; instead, it refers to the leader's action that has an impact on a follower's behaviour and

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actions to achieve a goal, Ng'ethe et al. (2012). This indicates that a leader does not just

convince their followers via words, but that the leader's acts also play a significant part in

motivating followers to achieve a goal.

Due to the constantly changing global environment, competent leaders have

become a requirement in today's organisational climate (Nanjundeswaraswamy & Swamy

2014). This is significant because the degree of a leader's efficacy will determine whether

the company will survive in a dynamic business environment. It is crucial to the growth of

an organisation. For instance, absenteeism, complaints, and requests for transfers, as well

as work stagnation and attrition, are all objective measures of a leader's performance (Bass

& Bass 2008). It can be argued that a leader affects others and organises people towards

achieving goals within an organisation. This may impact the behaviour and performance of

employees in the pursuit of those objectives. In general, this technique may be described as

a leadership style.

2.3   Leadership Theory Development

Throughout history, there has been a pique of interest in the subject of leadership. However, it was not until the 1930s and 1940s that academics began to take an interest in the issue as a potential study topic. By referring to leadership literature, it becomes clear that a succession of points of view on what leadership is and who would make a successful leader has emerged, leading to the development of a plethora of leadership theories. The early theories of leadership were primarily concerned with the character and conduct of leaders. According to research conducted during this time, there are two main types of leadership behaviour: (i) behaviour that emphasises task completion and (ii) behaviour that emphasises building connections with followers. Later theories started to consider the role of the follower and the context-dependent aspect of effective leadership.

The 1960s and 1970s saw the emergence of leadership theorists who focused on how leaders make choices, especially when engaging followers and assigning them to followers. Questions were posted about the relationship between the leader and follower. This includes whether leaders alter their behaviour when dealing with various followers. In the 1980s, the focus shifted from the "interpersonal and symbolic elements of leadership" to the "structural and functional aspects of leadership" (Yukl 2010). It was about this time that charismatic and transformative leadership ideas began to be established and refined.

2.3.1 Theories of Leadership

The evolution of leadership ideas has been documented by several academics, including Bolden et al. (2003) and Casida (2007). As per Casida (2007), the development of leadership ideas began with the Great Man Theory (pre-1900s). This was followed by the Trait Theory (between 1900 and 1948) throughout the twentieth century. From 1948 to 1980, the contingency theory was widely used, after which the more recent transformational leadership theory became popular. Casida also recognised additional theories that are now in use, although to a lower degree, such as the servant-leadership theory and the multidimensional leadership theories. Figure 1 depicts Casida's conception of the development of leadership theory as it has evolved through time. Detailed descriptions of the main ideas discovered by Casida are provided in the following sub-sections:

Great Man Theory (Pre-1990)

Trait Theory (1900-1948)

Contigency Theory (1948-1980)

Servant Leadership Theory (1977-Present)

Transformational Theory (1978-Present)
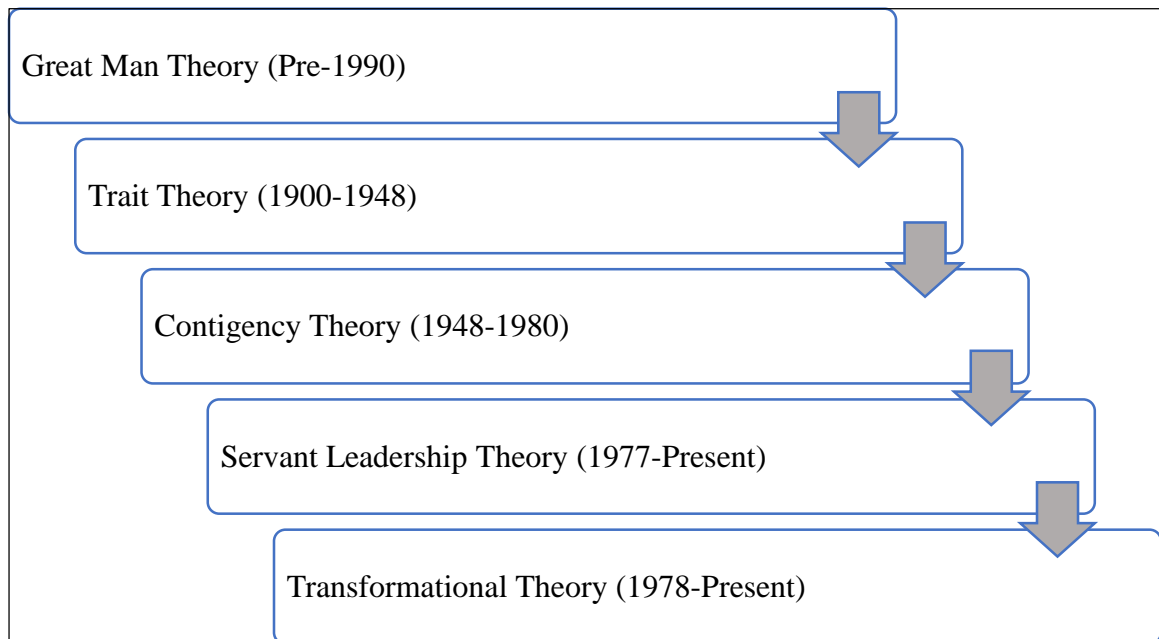
Figure 1: Evolution of Leadership Theories

Source: Casida (2007)

2.3.1.1 Great Man Theory

Using the great man idea as an example, Nye (2008) presented the fundamental assumption that leadership characteristics are inherent, suggesting that people who are not born with leadership traits would never be excellent or successful leaders, as stated by Nye (2008). According to the great man idea, a great leader is defined as a heroic person and is predestined to take the reins when the situation calls for it. This idea is concerned with the embodiment of a leader who wields significant power within a society. These are also the views expressed by Bolden et al. (2003), who asserted that leadership is innate rather than learned via training and experience.

Bolden et al. (2003) also asserted that leadership was generally perceived as a male-dominated domain throughout the eighteenth century because women were seen to be incapable of holding any leadership positions. History's great men, such as Julius Caesar and Abraham Lincoln, Mahatma Gandhi, Sir Winston Churchill, and Nelson Mandela, are commonly mentioned as outstanding leaders who fit into the category of great men. The most serious flaw in this theory is that it was established only via the observation of proven leaders, with no consideration given to those who may be future leaders but have not yet been allowed to lead in any form.

Furthermore, it fails to recognise the "situational emergence" of leaders. A person is pushed into leadership irrespective of whether they can do so. This is because there was no one else available to do so at the time. In other words, a person might become a leader simply by being in the right place at the right time. There are numerous examples of this in politics. In the case of political organisations and countries, the leadership of political

parties and countries has been imposed on someone who was not chosen. A descendant of a deceased leader, for example (Northouse 2012). The debate over whether leaders are born or made continues to this day. Leaders are a small group of people born with specific skills. On the other hand, leaders are formed rather than born, according to the opposing school of thought.

As a result of their education, they gain leadership characteristics and grow into great leaders due to their reading material, their social interactions, and their own life experiences, among other factors. Interestingly, the current debate is essential because key stakeholders' perspectives on becoming leaders influence how they evaluate other people's leadership potential. When hiring a CEO or Chairman of the Board of Directors, authorities who believe in "born" leaders are more likely to place a higher focus on selection (by identifying the most competent individuals) than development (by developing the already available prospects). However, those who think that leaders can be "created" by their experiences are more inclined to give interested doctors or operational managers chances to advance to the CEO or Chairman of a health care organisation.

Another school of thought believes that the actual reasons for successful or ineffective organisational leadership are structural elements rather than the qualities of the individuals who serve as leaders in the organisations in question (Perrow 1970). Rather than being regarded as independent factors, Perrow (1970) suggested that the characteristics and conduct of leaders should be understood as dependent variables. This intervention occurs between the structural elements of an organisation and the organisation's results. This viewpoint has been reinforced by research that has looked at organisational performance during times of change in top leadership (Vroom & Jago 2007).

2.3.1.2 Trait Theory

In some ways, the trait theory is just an extension of the great man idea, particularly that all leaders share some characteristics (Casida 2007; Bolden et al. 2003). In addition, this idea believes that individuals who exhibit specific characteristics or behaviours are destined to be effective and successful leaders. Although the Trait Theory is recognised to be used in various fields, the military is one of the most exemplary instances of an institution reliant on its use. This is true in the process of choosing and hiring new troops. For example, recruits must meet physical requirements such as height, weight, and degree of physical fitness. The researchers, Bolden et al. (2003), on the other hand, observed that it was uncommon to discover similar characteristics and behaviours exhibited by all leaders, indicating that the theory is imprecise and cannot apply to all circumstances.

For decades, great man and trait theories predominated, their views originating in the Aristotelian idea of leaders being born rather than created. These theories dominated the field until the 1950s. Though widely accepted, the idea that leadership cannot be learned or evolved via training and experience has been widely challenged (Marquis & Huston 2000). Several study designs supported the Traits Theory (Carney 1999). However, proponents of the Traits Theory continue to exist, like Moiden (2002), who identifies Florence Nightingale as the initial nursing leader to exhibit qualities consistent with the Traits Theory. Although Nightingale is regarded as a "Great Woman" of the Victorian period, her ideas, beliefs, and management style, according to Moiden's detractor, have had detrimental repercussions for future nursing practice and nursing administration (Widerquist 2000).

Subordinate instigation, forceful overt control, and total lack of consideration are the key aspects of Florence Nightingale's management and leadership style, which influenced the healthcare settings established and handled by the religious institutions during her lifetime (Marquis & Huston 2000; Widerquist 2000). Fiedler (1967) said that neither one leadership style is appropriate for every circumstance since a leader's skills and knowledge that are successful in one circumstance may not be efficient in another. This concept has been supported by many different writers (Carney 1999; Lindholm, Sivberg & Uden 2000; Welford 2002). Nonetheless, in today's complex healthcare clinical setting, it would be imprudent to let circumstances decide who the best-qualified leader is. This would jeopardise the leadership skills, but it would also be unsuitable or not practical to apply in the health care or hospital setting.

2.3.1.3 Transformational Theory

Burns (2003) is credited with developing a transformational leadership philosophy (Bolden et al. 2003). Bernard M. Bass expanded the idea in 1985 after it was initially proposed in 1978. According to the transformational paradigm, leaders may delegate duties to others by encouraging and inspiring their employees and followers. Burns (1978) coined the phrase to apply to political leaders, but it was subsequently applied to other groups (Bass & Riggio 2006). According to Burns, transforming leadership is a group effort in which leaders and followers work together to achieve higher levels of motivation and morale. The lives of workers and organisations experience a substantial shift due to these transformative approaches. It is said to significantly impact workers by altering their ideas

and beliefs and modifying their preconceptions and expectations. It is not built on a "give and take" agreement like the transactional approach. Instead, it focuses on the leader's personality, characteristics, and capacity to influence others through role modelling, articulating an exciting vision, and setting demanding objectives.

Transformational leaders are idealised in that they serve as a moral example of working for the success of the group, company, and/or society. Transformational leadership theory stresses the interconnectedness of followers and leaders as a key component of effective leadership. As a result, it has proven to be especially appealing to care-related industries such as healthcare (Teame, Debie & Tullu 2022; Tadesse 2019). According to Welford (2002) and Thyer (2003), transformational leadership is the most beneficial type of leadership in hospital settings, particularly in medical and surgical ward settings. It is the most appropriate style for inspiring clinical employees (Sofarelli & Brown 1998). According to the organisation, the National Health Service (NHS) Association has proclaimed that transformational leadership is the most appropriate style for the contemporary leadership of the NHS.

Transformational leadership is seen as a process that alters and transforms the lives of everyone involved (Northouse 2004). It is a combination of sentiments, motivations, ethical long-term objectives, and an extraordinary kind of influence that motivates followers to go above and beyond what is often required of them in their daily lives (Northouse 2004). Charismatic and visionary leadership are included in this model, which entails defining directions, creating a vision, developing employees, organizing, and establishing relationships. According to Bennis and Nanus (1985), implementing transformational leadership facilitates the creation of vision, effective communication,

trustworthiness, and self-awareness. In light of these considerations, transformational leadership has gained popularity in the health-related literature, primarily because it is associated with developing a vision and the ability to adapt to change.

By describing the psychological processes that underpin both transformative and transactional leadership, Bass (1985) built on the work of Burns (1978). Bass substituted the word "transformational" for the phrase "transforming." He contributed to Burns (1978) to illustrate how transformational leadership can be evaluated and how it impacts follower performance and behaviour. First and foremost, the degree to which a transformative leader is evaluated the evaluation is in terms of its impact on that leader's followers. The followers of a transformational leader acquire faith, enthusiasm, devotion, and respect for the leader. As a result of the great characteristics of the transformational leader, they are ready to work more than they had initially planned for the transformational leader. These results arise because of the transformational leader's ability to provide followers with something greater than just striving for personal benefit. Transformational leaders inspire their followers by providing them with a compelling purpose and vision, as well as a sense of belonging.

Following the leader's idealised influence (formerly known as charisma), intellectual stimulation, and personalised attention, followers are transformed and motivated to do great things. Aside from that, this leader promotes creativity and critical thinking among their followers to create change in the environment and ultimately enhance organisational performance.

2.4   Leadership Style

The term "leadership style" has been used extensively in the literature. According to Hersey and Blanchard (1981, p. 34), a leadership style is the regular pattern of conduct that you show, as seen by others while trying to influence others. A leader's style is also described as a leader's method to accomplish the objective (Stojkovic, Kalinich & Klofas 2003). A leadership style is defined by Casimir (2001, p. 246) as a pattern of emphasis, measured by the intensity and frequency of leadership behaviour or dispositions, that a leader puts on the various leadership functions. In summation, leaders use a leadership style to accomplish an organisation's objectives (Stojkovic et al. 2003).

As Armstrong (2012) defined it, managers' leadership styles are used while exercising their leadership responsibilities. When a leader engages in certain behaviours to inspire their subordinates to accomplish their goals, motivational leadership takes action (Ng'ethe et al. 2012). In today's companies, the way a leader conducts himself is critical. Autocratic, laissez-faire, charismatic, transactional, and transformational leadership styles are examples of leadership styles (Mohammed & Hossein 2006). The method and way a manager or supervisor behave toward their workers or subordinates and how they carry out the leadership function are referred to as leadership style (Mullins 2000). As Armstrong (2012) points out, there is no superior leadership style, but that styles differ depending on various variables.

Such variables include the kind of organisation, the demands of the job, the qualities of the people on the leader's team, the group that the leader commands, and, perhaps most significantly, the personalities of the leaders themselves. Furthermore, according to Adair (2003), it is risky to imply that one leadership style is more suitable than another in a

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particular circumstance. He argues that the leadership style used will be determined by the circumstances of the scenario at hand. This indicates that there isn't a single leadership style universally regarded as the greatest. Yeh and Hong (2012) and Bass (1985) claim that transformational leadership and transactional leadership are the two leadership styles that successful leaders should use to motivate people to accomplish organisational objectives.

In addition, Burns (1979) and Du, Swaen and Sen (2013) distinguish between two types of leadership styles that supervisors may exhibit: transformative and transactional styles, respectively. Burns (1979, p. 4) described the leadership styles as different from simple power holding and the opposite of physical power, respectively. The leadership styles identified in this study are the ones that are currently being applied in companies. Furthermore, contemporary leadership theories have classified leadership behaviours into two main styles: transactional leadership and transformational leadership (Bass & Avolio 1993; Linjuan & Stacks 2013).

The study of Premier Specialist Hospital found that it has reached the maturity stage in business growth since its opening in 1986. The business has passed through commendable steady growth, although it is very well known in its region for its unique trademark, Islamic compliance hospital. Despite the awareness of the current pressures faced by the highly competitive industry, the hospital does not seem to emerge according to the requirement to innovate and to place itself in the competitive arena. Growth has been stagnant for many years, and recently has been on a decreasing financial and business revenue trend. The outcomes of the above results shed some light on the leadership challenges Premier Specialist Hospital is facing. The results pointed to a lot of laissez-faire leadership currently practised by the management.

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A leader's ability to see how their leadership abilities affect their followers is critical since it impacts whether they support their leadership style (Sethuraman & Suresh 2014). Employees who do not have support from their leaders may be prone to discontent, which can affect those who do not have support from their leaders and may be prone to discontent. This can affect their performance, as was the case with Premier Specialist Hospital. According to Khan, Asghar, and Zaheer (2014), leadership styles may impact employees' work satisfaction and performance level, which are outcomes of good leadership. According to Welty Peachey, Burton and Wells (2014), a leader's style may be linked with staff retention and performance in either a negative or positive way.

2.4.1   Empirical Study of Leadership Style

According to a vast body of empirical literature, leadership behaviours impact employee performance because great leaders encourage subordinates to perform, and poor leaders drive subordinates to underperform. The literature has shown (Burns 1978; Howell 1993) that transformational leadership leads to excellent performance rather than transactional leadership. Other studies in the United States of America, such as Avolio (1994), Kotter (1988), and Botha (2000), have concluded that transformational leadership is the most appropriate leadership style for managing contemporary companies in the field of organisational behaviour. Employee empowerment, employee motivation, employee recognition, and employee performance are essential in today's competitive business environment.

This type of ground-breaking leadership style is required to improve organisational performance and ensure the company's continued presence in the marketplace (Kotter 1988). Evidence has been collected from various sources, including industries, public and non-public sectors, retail, and manufacturing industries, to show that transformational leaders have a more significant impact on their subordinates than transactional leaders (Brand, Heyl & Maritz 2000). Leaders that practise transformational leadership excite followers by providing an enticing vision, fostering teamwork, encouraging self-motivation, emphasising results, expressing optimism, and holding high expectations for the followers' greatness and performance.

It is also said that the transactional leadership style can propel subordinates beyond their usual level of performance to a greater level of performance, which is beneficial (Bass 1985). Both practical views (Howell & Frost 1989) and theoretical perspectives (Bass 1985) have shown a favourable connection between transformational leadership and employee performance. In India, employee performance in both the public and commercial sectors is influenced by leadership styles (Raja 2015). A significant positive relationship between transactional leadership and employee performance was found in this study, which was conducted on 43 middle-level managers and 156 subordinates. The study's results indicate at least a 5% degree of evidence of a positive linear relationship between transformational leadership and employee performance.

According to this linear analysis, there is a connection between transactional, laissez-faire, and autocratic leadership styles and employee performance in all three categories. The same research revealed that laissez-faire leadership had a negative connection with the performance of employees. It has been discovered that executives who

use laissez-faire leadership styles underperform, and their companies, whether public or private, fail to accomplish their organisational goals in most cases.

Several studies have been carried out to determine the impact of different leadership styles on staff productivity. Rassol (2015), for example, examined leadership styles and their influence on employee performance in the health sector of Pakistan and concluded that transformational leadership styles had a more favourable effect on employee performance than other types. Many researchers' results indicate that transformational leadership may outperform traditional leadership in highly organic environments where the emphasis is on achieving competitive advantage.

Research conducted in India by Prabhu (2011) discovered that leadership is positively related to employee performance for transformational and transactional task-oriented leadership behaviours. This is true across all industries. They discovered that both transactional and transformational leadership styles impact employees' performance. Still, they could not determine whether there was a positive or negative connection between transactional and transformational leadership styles. Managers who use transformational or transactional leadership styles have more robust leadership behaviours and their employees' performance is higher.

Additionally, their research contributed to a deeper understanding of the chosen leadership style and the most suitable style for leading workers to accomplish the desired results. Leaders, policymakers, and decision-makers at all levels may use their results to change their behaviour and perception in practical ways to improve the work performance of subordinates, thus improving the productivity of the company via their employees. They stress (i) the importance of leaders having the ability to influence their subordinates, (ii)

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clearly define performance standards for their subordinates, (iii) act as the best role model for their employees, and (iv) influence employees to work in a self-motivated, results-oriented, and team-oriented manner.

The study of leadership has encompassed many fields, including the health care industry. Aboshaiqah (2015) conducted a study in Libya and investigated nurses' perceptions of managers' leadership styles and consequences. This study discovered that nurses at all levels, including entry-level, mid-level, and top-level management, believed that transformational leadership had a more significant impact on worker performance than transactional and laissez-faire management styles. This study demonstrated a positive correlation between the performance factors associated with using a transformational leadership style. Their results revealed that a mixture of transformational leadership styles and behavioural patterns resulted in a rise in additional effort, happiness, and general employee performance and an enhancement in recognised leader effectiveness among registered nurses.

Ipas (2012) performed further research on the effect of leadership styles on workers' performance in Malaysia's hotel sector, which was government-funded. The research conducted was on the influence of leadership styles on the performance of employees in the hotel industry to achieve the required results. He discovered that the autocratic leadership style is regarded as the supervisor's most preferred style. It is the one that has the most significant positive impact on employees' performance. Numerous workers expressed great satisfaction with autocratic leadership, which encouraged them to work very hard to achieve expected outcomes. The participants also emphasised the need for managers to identify the most effective solution to assist their workers in improving their

performance.

Another research was performed in the energy sector by Banjo (2014) in South Africa and was also conducted in the United States. Specifically, the impact of leadership styles on workers' performance to achieve the desired outcomes in their company was the focus of this research study. The Department of Petroleum Resources was the subject of this investigation. According to their research results, the transformational leadership style produces successful outcomes in employee performance since it encourages workers to go above and beyond conventional expectations while maintaining good morale and achieving planned objectives with relative ease.

Transformative leadership is recommended for organisations and institutions that wish to compete efficaciously while also mentoring employees who will be the leaders of tomorrow to keep the symbol of optimism flying high for the company and thus bring long-term success for the business and aspiration for the employees. In recent decades, the topic of leadership has caught the interest of various groups of people, such as academicians, managers, decision-makers, and practitioners, who have viewed it as a predictor of employee behaviour and performance in the pursuit of organisational goals and as a subject of study and research.

A study conducted in Nigeria by Osabiya (2009) examined the relationship between leadership style and employee performance. According to the results of this research, the use of both transformational and transactional leadership styles in managing companies impacts workers' performance. Employees who work under transformational leadership often see their leaders as role models, inspiring them to be visionaries to achieve the desired corporate objectives. Workers who work under this leadership style are self-motivated,

goal-oriented, and driven by the accomplishments of their leaders, which fosters trust between the employees and the leaders.

Maxwell (1996) discovered that many workers are affected by fulfilling agreements between employees and leaders. Employees are always rewarded when the intended outcomes are accomplished. Since their leaders follow through on the commitments and agreements they make with their subordinates, many workers have faith in their leadership. Their companies can compete in the current market environment (Kashagate 2013). According to Babatunde (2009), autocratic leadership was effective in certain instances, such as the nature of the decision. It was influential in some instances when the resolution was swift and did not require many individuals to gather and make a conclusion. Even though this kind of choice was effective, it had little effect on employee performance, resulting in companies failing to achieve their desired results (Babatunde 2009).

Using data from the Kampala District Council, Nuhu (2010) investigated the impacts of different leadership styles on employee performance in Uganda. The results indicate that the transformational leadership style motivates workers, influencing their performance. Additionally, transformational leadership promotes teamwork, self-motivation, and trust among workers, allowing them to achieve their objectives. The Kampala District Council also utilised the autocratic leadership style but it failed to provide the desired outcomes, and consequently, it adversely impacted staff performance, resulting in worse overall performance. The laissez-faire leadership style was also employed, which yielded good outcomes in certain circumstances but failed to provide the desired results in most cases. He concluded that the only leadership style capable of achieving the desired outcomes is the transformational leadership style.

When he researched the impact of leadership style on employee performance at the Bank of Africa Kenya Limited, Onyango (2015) discovered that a transformational leadership style positively predicts employee performance at the Bank of Africa Kenya Limited. On the other hand, Gimuguni (2013) conducted a study on the impact of leadership style on employee performance in Uganda's local government authorities. The results revealed that the transactional leadership style had the most significant influence on employee performance. Transactional leadership has the best effect on workers when there are predetermined performance arrangements and necessary performance metrics and they are executed according to the agreements. This kind of leadership has a significant impact on workers and fosters trust between them and their leaders, resulting in the achievement of organisational objectives effectively.

According to research conducted in South Africa by Davidson (2001), transformational leadership styles have a greater impact on employee performance than transactional leadership styles. Hayward (2002) discovered a positive and statistically significant linear relationship between transformational leadership and employee performance in the pharmaceutical industry in South Africa. Also, he discovered a statistically significant negative linear correlation between transactional leadership and employee performance. Rao (2005) conducted a study in Ethiopia's banking sector and discovered that a transactional leadership style has a greater impact on workers' performance. He also discovered that a laissez-faire leadership style had a poor impact on staff performance and, consequently, harmed their ability to achieve the intended outcomes. The researcher concluded from these results that, for the banking sector to achieve its intended outputs, it must adopt a transactional leadership style rather than any other

leadership style, as suggested by the researcher.

In Tanzania, Kashagate (2013) conducted a study on the effect of leadership style on teachers' work engagement in Tanzania and discovered that transactional leadership style has a significant impact on employee performance and contentment. There was a clear correlation between employee performance and the leadership style used. Autocratic management styles were utilised, but their outcomes were unsatisfactory in employee performance, while transformational management styles successfully achieved the desired results. As a result, it was determined that transactional leadership impacted teachers' work satisfaction in Tanzania.

Employees are often so preoccupied with their daily routine that they often fail to see the importance of their leaders' positions and the difficulties they encounter in involving their workers successfully. It has been discovered that there is an element of difference between the perceived and intended leadership styles. It is referred to as the contradiction factor. The smaller the dissonance level, the fewer internal disputes between the workers and the supervisor or manager. When the gap between the perceived and intended leadership styles is large, it has been claimed that this results in reduced work satisfaction among employees and harms employee behaviour, affecting employee performance (Savery 1993). Maintaining a low level of contradiction while implementing a new leadership style is one of the most challenging tasks for every leader.

According to Breevaart and Bakker (2017), transformational leaders must adjust their behaviour on a day-to-day basis. This is in response to their employees' performance and even the psychological state of their subordinates to succeed. Leaders are designed to conform their behaviour in response to the requirements of their workers, which implies

that when people are involved, there is less needed to engage them further via motivational techniques (Dvir & Shamir 2003). This shift in conduct is challenging for a leader to embrace. It represents one of the most challenging obstacles to adopting transformational leadership in any company, regardless of the corporation's size.

According to Strom et al. (2014), preserving organisational fairness while adopting any leadership style is an additional issue for the leaders to contend with. Then, Xu, Liu, and Chang (2017) explained that employee psychological capital and team cohesiveness have a significant effect on the psychological capital of managers and executives. This implies that to execute any leadership style successfully, the leader must also pay attention to the workers' psychological well-being and ensure that they are cheerful, optimistic, and resilient in their work. The leader's responsibility is to ensure that their subordinates embrace the same ideals and responsibilities and adhere to the standards needed while working in groups. This may be challenging as a leader since the workers' circumstances might impact their psychological state. These conditions are not within the leader's control.

According to Viinamaki (2012), the failure of leaders to overcome their errors and the inability to deal with the repercussions of employee disengagement, such as poor employee performance and high staff turnover, are two of the significant essential problems they confront. According to Morison and McMullan (2013), a lack of strategic focus and awareness and a lack of commitment from the leader are the most significant obstacles to overcome while adopting leadership styles. It was recommended by Barnwell (2015) that nearly all the leaders made common leadership mistakes that numerous researchers, such as himself, had already identified. Examples are underestimating the strength of employee engagement, overlooking the consequences of fear amongst the employees, and failing to

focus on employee trust. According to Maurer (2011), when leaders make significant errors, they often pay a high price for their actions. Taking measures after taking these considerations into account presents a challenge for leaders.

2.5   The Concept of Leadership and Leadership Styles

In the opinion of Mat (2008), leadership definitions are constantly changing as academics attempt to simplify the term for people to grasp the idea more readily and make it less complex and more useful in everyday business situations. For decades, leadership studies have been preoccupied with studying leaders and identifying the qualities necessary to succeed. Even though it is impossible to provide a single definition of leadership, individuals continue to investigate this field of research. It demonstrates that there is no end to the study of leadership and that it has become a necessary component of social science research. The practise of encouraging and assisting people to do something on their own initiative is because they are obliged to do so or are afraid of the repercussions of not complying (Okumbe 1998).

In this way, leadership is a process of encouraging and assisting people to work passionately toward common goals. Anything that brings a group together and drives it toward a common purpose is the human element responsible for bringing the group's potential to fruition. Leadership has numerous definitions, but there is no explicit agreement on them. It is a relationship in which one person can influence the behaviour or actions of another. As has already been established, the terms "leadership" and "management" are used synonymously. Managers are concerned with the development, planning, and management of organisational resources, while leaders are concerned with

the alignment of people to the anticipated results of a vision or mission. It is necessary to oversee to be a good leader, and therefore, the two are closely linked (Gwavuya 2011).

Leaders utilise their ability to affect others to motivate them to achieve their objectives and optimise their outcomes. The influence factor does not imply that the leader has power over the followers and can control or guide them toward the objectives that the leaders want to accomplish; instead, it refers to the reality that the leader's actions impact the followers' behaviour and actions. In most cases, followers will model their actions and behaviours after those of the leader, resulting in the attainment of the intended results (Mat 2008). With this research, five types of leadership will be briefly explored to understand them better: autocratic, laissez-faire, charismatic, transactional, and transformational. The following sections discuss these types of leadership in more detail.

2.5.1   Autocratic Leadership Style

Autocratic leaders are convinced that they are always correct in their judgments and choices. They can potentially harm an organisation's objectives, tactics, and future since they compel their followers to carry out plans and instructions when they believe success will result. Autocratic leadership is characterised by the absence of a shared vision, inspiration, innovation, collaboration, dedication, and creative thought. Autocratic leaders are defined as those who contribute to the downfall of the whole organisation (Michael 2010). On the other hand, it should be emphasised that autocratic leadership may be essential and beneficial in situations when fast decisions must be made without consulting a significant number of people (Hampton 1973).

2.5.2 Laissez-Faire Leadership Style

Laissez-faire is a French term that translates as "leave things alone." It is also referred to as the "hands-off manner" (Nwokocha & Iheriohanma 2015, p. 194). As per Gill (2014), this allows employees to perform activities and duties in the manner they see fit, rather than requiring them to conform to any rigid rules or processes. According to Bass (1985), a laissez-faire leadership style is when the leader has little confidence in their ability to oversee others. He went on to say that the leader lacks a defined set of objectives for how they want to operate, does not assist the group in deciding, and, as a result, delegated an excessive amount of responsibility to their employees.

As Puni, Ofei, and Okoe (2014) explained, a laissez-faire leader avoids micromanaging his workers and relies on a few accessible staff committed to completing a job. Leaders who believe in laissez-faire management will not invest in employee development since they think workers can care for themselves (Puni et al. 2014). This leadership style is highly discouraged in the health care industry, particularly in the hospital setting. It is necessary for both the leader and employees to participate in decision-making. The execution of work ensures that strict guidelines are adhered to and that high standards of patient care are maintained for the organisation to succeed.

2.5.3 Charismatic Leadership Style

The charismatic leadership style is among the most highly regarded and respected leadership styles in history (Ojokuku et al. 2012). According to Armstrong and Stephens (2005), charismatic leaders can inspire others via their characteristics. Charismatic leaders have a vision and an engaging personality that inspires and encourages people to accomplish their goals (Ojokuku et al. 2012). Bratton et al. (2003) stated that charismatic leadership is characterised by followers' willingness to comply with the leader. By this interpretation, workers or followers just wish to follow the leader.

Nevertheless, when the leaders in charge of the company step down, the organisation will seem aimless and without any sense of direction, which may be an issue (Ojokuku et al. 2012). According to Bratton et al. (2003), followers of charismatic leadership cannot take charge of their affairs. Although the charismatic leadership style and the transformational leadership style are linked since they aim to motivate people to accomplish objectives, there is a significant distinction between them (Alan 2013). According to him, the distinction between transformational leadership and charismatic leadership is found in the leader's aim.

Unlike charismatic leaders, whose intentions are more focused on themselves than on their teams or organisations, transformational leaders are more likely to make changes in the teams or organisations to which they have been assigned to. A leadership style is critical in today's businesses, particularly in the health care sector, where hospitals must always strive to be at the forefront of the services they provide and where team and organisational objectives are critical to long-term survival.

2.5.4   Transactional Leadership Style

The transactional leadership style was first recognised by Burns in 1978. The connection between most leaders and followers is transactional, with the leader approaching the follower with the idea of trading one thing for something else (Burns 1979). Armstrong and Stephens (2005) further stated that transactional leaders are more concerned with exchanging resources such as money or employment to guarantee that workers do the tasks assigned to them by management. Rees and French (2013) define transactional leadership as a style that depends on the leader's capacity to negotiate appropriate conduct from followers based on incentives or penalties. According to Nwokocha and Iheriohanma (2015), transactional leadership is defined as an exchange process that guarantees that the follower complies with the leader's demand but is unlikely to result in the follower demonstrating dedication and enthusiasm for the task goals.

As quoted by Daft (1999, p. 427), the reason for transactional leadership is an exchange process between the followers and the superior. The leader understands the wants and aspirations of the followers and supplies them in return for the followers' accomplishing a specific goal or completing specified tasks. In this trading process, the follower is paid for their task. Then, the leader also reaps the labour advantages that the followers are gaining. In contrast to Burns (1978), who characterised the exchanges as being of an economic, political, or psychological nature, Daft (1999, p. 427) asserts that the exchanges include tangible, calculable, and particular commodities.

According to Bass and Bass (2008), two variables contribute to or are influenced by the transactional leadership style. Contingent incentives and management by exception were the variables that the researchers discovered. In the case of contingent rewards, the leader assigns a task to a follower and offers a psychological or monetary reward in return for the follower's successful completion of the assignment. By exception, management is referred to as a corrective transaction in the industry (Bass & Bass 2008, p. 624). It may take the form of passive or aggressive action. If the leader is active, they watch the mistakes and errors and then implement some remedial steps; no corrective measures are implemented if the leader is passive.

Corrective action is the type of negative feedback, reproof, disapproval, or disciplinary punishment used to correct mistakes. Burns (1979) defines the characteristics of a transactional leader as someone who has a keen eye for opportunity, is skilled at negotiating, is persuasive, and is generous in their reciprocity. It has been suggested by Ojokuku et al. (2012) that the transactional leader may be a source of expectation problems. If the expectations of one party are not fulfilled, the trade process may be disrupted, as shown by this example. Transactional leaders are fault finders because they can always trace problems or errors back to their workers' actions (Akhigbe, Finelady & Felix 2014). According to Vito, Higgins, and Denney (2014), both leaders and followers have a significant amount of power and influence in their respective organisations.

2.5.5 Transformational Leadership Style

In 1978, James MacGregor Burns proposed the idea of transformational leadership for the first time. Burns (1979, p. 20) described transformational leadership as a situation in which one or more people interact with others so that leaders and followers elevate one another to greater levels of morality and motivation. He emphasises that a transformative leader recognises potential intents in followers, meets their higher wishes, and involves the follower in the transformation process. According to Bass and Bass (2008), transformational leaders inspire their followers to go above and beyond what they had initially been planned to achieve and believed they were capable of accomplishing.

It is a mechanism through which a leader develops and conveys a clear vision that is frequently attractive and appreciated by the followers, resulting in a high degree of commitment and motivation (Rees & French 2013). Individuals capable of communicating a vision for the future and sharing their perspectives with followers while considering the individual variations among followers are described as transformational leaders (Du et al. 2013). Also, according to Armstrong and Stephens (2005), transformational leaders are compelling motivators and encourage others to strive for greater heights in their careers. According to Daft (1999), transformational leadership is a style in which the leader utilises intangible incentives to manage interactions with followers or workers rather than physical incentives to control transactions with followers or employees. Examples of intangible incentives include a common vision, mutual values, and shared ideas that help create connections, provide broader meaning to various actions, and engage followers or workers in the transformation process.

Podsakoff validated the Transformational Inventory (TLI) by MacKenzie, Moorman, and Fetter (cited in Bass & Bass 2008, p. 625), who found six transformational factors. These factors are (i) articulating a vision, (ii) providing an appropriate model, (iii) encouraging acceptance of group goals, (iv) high-performance expectations, (v) providing individualised support, and (vi) individualised consideration. At the same time, Daft (1999, p. 428) recognised four main areas where the transformational leadership style differed from the transactional leadership style. These areas (i) transformational leadership grows followers into leaders, (ii) transformational leadership elevates followers' importance from lower-tier physiological wellbeing (security and safety) to higher-level psychological needs (self-esteem and self-actualization), (iii) they inspire the followers to go beyond their self-interest for the good of the group, and (iv) transformational leadership paints a vision of a desired future state and communicates it in a way that makes the pain of change worth the effort.

Transformational leadership fosters a feeling of belonging and pride in the company. They convey the significance of each member of the organisation to the rest of the organisation (Peachey et al. 2014). Employees who feel belonging are more likely to be devoted to their employers. Employee commitment to a company is influenced by transformational leadership on a micro and macro level (Bycio, Hackett & Allen 1995; Rehman & Waheed 2012). In other words, transformative leadership affects employee commitment. As shown by Applebaum et al. (2003), workers dedicated to their jobs have a higher likelihood of remaining in their jobs. The evidence indicates that a transformational leadership style helps increase employee commitment, which helps increase staff retention.

According to Bycio et al. (1995), transformational leadership significantly impacts quitting a company by reducing this desire. Peachey et al. (2014) defined transformational leadership as a visionary who has a method of appealing to the psychological needs of workers in such a manner that they feel valued and significant in the company. In Amankwaa and Anku-Tsede's (2015) opinion, leadership behaviour focused on the needs of followers is very well garnered by employees, resulting in improved performance. While Northouse (2013) thinks that transformational leaders see their followers as valuable in the leadership trading process, the suggestion of transformational leadership as a personal trait is unclear because the concept lacks certainty.

Rather than a process of exchange between the leader and the follower, Daft (1999) mentioned that transformational leadership is founded on the leaders' beliefs, characteristics, and personal values. This indicates that a person's leadership style represents their qualities, personal beliefs, and values. Following the leader's ideological influence, intellectual stimulation, and concern for the individual, the followers are transformed and motivated to follow. This leader also promotes creativity and critical thinking among their followers to effect change in the environment and enhance their performance.

2.6 Employees' Performance and the Impact of Leadership Style on Employees' Performance

A worker's performance is defined as the expected job-related tasks and how effectively those activities are carried out according to established standards to pursue organisational objectives. Many company personnel directors evaluate the performance of each employee on an annual or quarterly basis to assist them in identifying potential areas for development. Organizations must achieve the objectives outlined in their strategic plans to remain in business (Armstrong 2003). Performance is a multifaceted concept and a critical one that decides whether an organisation will succeed or fail in its endeavours. Many scholars have tried to define performance in various ways. It was also said that performance results from activities undertaken by workers in conjunction with their abilities (Prasetya 2011).

In addition, it was said that employees' performance is defined as their resultant behaviour on the job that can be seen and assessed (Pattanayak 2005). It is further stated that employee performance is defined as the contribution provided by a person to achieving organisational objectives. In this case, employee performance is merely the outcome of activity patterns to achieve a goal following specific criteria. Thus, employee performance is defined as a pattern of behaviour that includes physically visible acts by an employee and mental actions or products such as responses or choices that result in organisational outcomes such as achieving objectives. Performance management is a critical activity that provides both the goals and methods and the level of achievement measured in output. Performance management is considered necessary since it provides objectives and ways to attain organisational goals (Ibrahim 2004).

In the words of Taylor (2012), the strength of a company's leaders is critical to the success of the organisation since the leaders establish the corporate strategy and serve as the foundation for the organisation's purpose, vision, goals, and objectives. Consequently, the leader's conduct and leadership style with their workers have a significant impact on the behaviour and performance of the employees and, ultimately, on the organisation's success. Leaders who demonstrate constructive leadership patterns can motivate their employees, build their trust, and empower them. In contrast, leaders who demonstrate destructive leadership behaviours lose the trust of their workforce and frequently cause their employees to feel disconnected from their jobs (Prooijen & Vries 2016). First and foremost, it is critical to examine the leader's behaviour and the various leadership styles that he or she employs to comprehend employee behaviour that makes for good performance (Sarti 2014).

At Premier Specialist Hospital, customer service quality from front-liners and nurses needs robust improvement due to the high percentage of unfavourable customer experiences. High turnover within the nursing unit has contributed to the percentage, as many new nurses are still learning and unfamiliar with the work and hospital environment. Besides, compensation and benefits offered at Premier Specialist Hospital are relatively lower compared to other competing hospital brands. Competing hospitals' allied health, nursing, and support service staff compensation and benefits are higher by an average of 20% to 30% compared to Premier Specialist Hospital. This resulted in high turnover, low morale, and motivation.

Moreover, the hospital does not seem to be on par with technological advancements in healthcare services. The technological and infrastructure aspects of Premier Specialist Hospital are somewhat lagging behind competitors' MRI, CT scan, and Linear Accelerator are relatively less advanced. At worst, consultants and clinic staff refuse to use electronic patient management systems because they are already too comfortable using the old manual, which causes slow processes and is more likely for errors to occur. Thus, the current leadership style contributing to employee and doctor's performance must be evaluated should the hospital seek significant improvement. Performance can be discussed in various aspects. It is possible to talk about various leadership styles. As discussed in the next subtopic, performance in organisations supervised by leaders will vary.

The research sought to identify different types of leadership styles offered by the leaders of Premier Specialist Hospital to its employees and how they affect employee performance by assessing each leadership style and the significance of their impact.

2.6.1   Autocratic Leadership and Employees' Performance

This leadership style is characterised by a leader having complete control over their workers or team. Even if the team's views are in the best interests of the team or the company, they are unable to express them. No one has the right to criticise or question the leader's methods of getting things done. The leader himself completes the tasks that need to be done. Mullins (2002) defines an autocratic leadership style as when a manager alone exerts decision-making and authority for establishing policies, methods for accomplishing objectives, work duties and relationships, and control over rewards and punishments, as well as other forms of recognition.

On the other hand, a dominant leader exercises control over their followers. This is illustrated by the leader dictating all policies and practises with three elements, which are: (i) little or no group interactions in decision-making, (ii) the implementation and processes of the tasks on subordinates, and (iii) the absence of effective communication between the leader and the group.

2.6.2 Charismatic Leadership and Employees' Performance

Charismatic leaders often engage in actions that promote follower dependency to cultivate an image of exceptional competence (Yukl 1999). While acting in the role of a charismatic leader, they typically implement procedures that are mainly designed to synchronise followers' perspectives with the leaders. In this situation, charismatic leaders, particularly those who are sensitive to the needs of their followers and who exhibit unorthodox behaviour towards their followers, have a beneficial effect on the development of ethical conduct and the performance of their employees. In this respect, employees are more likely to remain with the company, doing their tasks with a high level of commitment and participation and speaking up for the organisation's growth and improvement.

Matthews et al. (2012) stated that when employees are highly engaged, they may deliver more to their success. The development of charismatic leadership styles in leaders is thus one of the options available to organisations to increase their efficiency.

2.6.3 Transactional Leadership and Employees' Performance

Transactional leadership includes parts of the ideas of personality and behaviour. Luthans and Avolio (2003) proposed that the features of transactional leadership are comprised of two elements, namely contingent compensation and exception management. Transactional leadership is when the leaders and their subordinates agree on the goals to be achieved and their performance measures. There is a common understanding of the incentives and penalties that will be given if one achieves organisational objectives effectively or fails to achieve organisational goals successfully. According to the authors, a transactional leadership style is a kind of leadership style that focuses on the exchange method between leaders and subordinates (Yulk 2007).

Transactional leadership motivates and influences subordinates to trade a monetary incentive for specific performance. Leaders promise subordinates that they will reward them if they successfully carry out their responsibilities in line with arrangements. This means that subordinates are driven to help the company achieve its objectives. Transactional leadership styles can have a good or bad impact on performance. It depends on employee evaluations and negotiations based on such evaluations. Employees who believe that transactional leadership styles are untrustworthy because they do not deliver on their promises, are insincere, or are not transparent may experience a negative effect.

In contrast, employees who believe that transactional leadership styles are trustworthy may experience a positive effect. To achieve the intended good outcomes, workers and leaders must have confidence in one another regarding transactional leadership. Most companies establish key performance indicators (KPIs), which aid in achieving consensus when assessing employee performance. As a result, bias in employee

performance evaluations is eliminated, and transparency is increased throughout the organization. Moreover, it has been highlighted by Posner (1995), Burns (1978), and Avolio (1999) that transactional leadership is ineffective in encouraging innovation and increasing employee responsibility. As a result, transactional leadership is incapable of improving a company's performance.

2.6.4   Transformational Leadership and Employees' Performance

This aims to convert visionary leadership into action. It transforms into a communal vision, with subordinates working together to bring the goal to fruition. In other words, transformational leadership characteristics such as ascribed charisma, idealised influence, inspiring motivation, intellectual stimulation, and personalised consideration may be seen as part of the transformative process (Bass 2003). Performance may be improved via a transformational leadership style because a transformational leadership style seeks to enhance knowledge and the potential of workers (Yukl 2007). The leader who demonstrates transformational leadership gives their subordinates the chance and assurance to carry out their responsibilities in line with their mindset to accomplish corporate objectives.

It is stated that a transformational leader inspires employees to have a vision, mission, and organisational goals while also encouraging and motivating them to achieve optimum performance. According to the article, a transformational leader also provokes employees to critically think and resolve issues in novel ways while treating employees as individuals (Butler 1999).

2.6.5 Laissez-Faire Leadership and Employees' Performance

Multiple environmental variables, including the leader's chosen leadership style, influence the leader's capacity to lead their team effectively. According to contingency theories, there is a large degree of empirical flexibility in leadership (a "laissez-faire" approach) (Northhouse 2010). Many studies have put it through its paces and found it relevant and dependable when describing how successful leadership is accomplished. It emphasises the necessity of concentrating on interpersonal connections between the leader's style and the needs of different circumstances and workers and how to do so effectively. Subordinates are given the most significant latitude in carrying out their responsibilities under this leadership style to achieve the desired results (Sandhya & Kumar 2014).

Employees are allowed complete autonomy in establishing their own rules and procedures and making autonomous choices. Leaders believe that giving some degree of flexibility to workers in implementing any leadership style is essential to developing the most successful leadership style. Besides, a great deal has been written on the relationship between a positive self and successful management. According to Kerns (2004), the relationship between values and organisational leadership was extensively explored in his study. He found that the laissez-faire style was highly influential in closing the gap between employer and employee. He is also concerned that laissez-faire might develop into a favourable environment where employees and employers feel like a family regardless of their positions.

Armstrong (2012) discovered that when laissez-faire leaders manage companies, their workers are less likely to feel responsible, abuse regulations, and make no efforts to improve performance. As a result, he concluded that a laissez-faire leadership style causes workers to underperform.

2.7   Synthesis of the Research Results

Leadership is responsible for narrowing the gap between employees and the company. Using the viewpoint of employee perceptions and within the framework of leadership styles that affect work performance, the ideas of leadership styles, organisational culture, and workforce effectiveness were investigated. Managing a public institution, such as the health care industry, entails developing and providing a service to the public (Caulfield & Larsen 2013). Healthcare organisations are often portrayed as requiring continuous change due to advancements in technology and developments in medical practise and patient care. Wong and Giessner (2016) discovered that transactional and laissez-faire leadership styles were unsuccessful in delivering and managing change. They hypothesised that some leaders seem to be just occupying space in their organisations.

Since it plays such a minor part in the decision-making process, Deva and Yazdanifard (2013) expressed their dissatisfaction with the laissez-faire leadership style used by many organisations. People who work under this level of leadership are given the opportunity to make their own decisions; however, this type of leadership is most effective when employees are knowledgeable about their professions, dedicated to the business, and productive (Ulrich, Zenger, & Smallwood 2013). As a result, when workers are not dedicated to the organisation's objectives, this type of leadership does not function effectively. Using the concepts of leadership and organisational culture to analyse the

effectiveness of a leadership style, McCleskey (2014) said that transactional leadership does not require the development of relationships between leaders and workers.

Among function, roles, and domain influence, there are well-defined distinctions. On the other hand, the transformative leadership style is the most effective in increasing employee engagement and improving employees' performance. Transformational leaders are frequently visionaries with a strong ethical foundation, a dedication to corporate goals, and a forward-thinking perspective on their organisations (Sadeghi & Pihie 2012). It is believed that the transactional style of leadership is the most prevalent type of leadership in healthcare companies, and it is favoured by management.

In contrast, a transformational leader may inspire workers to seek leadership positions while developing and nurturing employees' feeling of ownership in developing organisational systems. Through this maturity of employees' abilities, they may demonstrate a stronger common bond and a readiness to embrace change and strive toward accomplishing important objectives (Hassan & Hatmaker 2015; Hassan et al. 2014). A transformational leader's primary emphasis is motivating workers to work toward organisational objectives even during the transition (Garca-Morales, Jiménez-Barrionuevo & Gutiérrez 2012). Both Newman (2012) and Garca-Morales et al. (2012) agreed that the transformational leadership style was more successful than other styles in increasing employee satisfaction, efforts, and workplace morale, thereby increasing work productivity.

2.8   Gaps in Research

For this purpose, previous research, historical data, books in the library, catalogues, databases, and the internet were all extensively consulted to identify literature gaps. By referring to the literature, it was discovered that there was a shortage of studies on employee performance and leadership style. Although there has been some research on the influence of leadership styles on employee performance, there has been relatively little conducted in Malaysia. Although prior studies mostly focused on a few sectors, Wen et al. (2019) as well as Yiing and Ahmad (2009) claimed in their studies that few studies were done in the Malaysian environment, with the exception of a few researchers who did the studies in the Asian setting.

In the meantime, Smith et al. (2012) and Reeleder et al. (2006) also stated that most leadership studies have been conducted in developed countries and in areas outside health care, and only a very small number have been done in the realm of health care. Previously, Peus, Braun, and Frey (2013) also stated that given the prominent role of context in the sense that national culture, public laws, and socioeconomic status might influence managers' behaviour and their leadership styles and considering the shortage of studies in health care, there is an urgent need for similar studies in developing countries. Thus, this study aims to add value to Malaysia's current knowledge base, particularly in the healthcare industry. The researcher's goal was to determine how far leadership styles have progressed to the point where they are influencing employee performance. The researcher chose Premier Specialist Hospital, a private hospital in Malaysia, as the setting for her investigation to answer the research question.

The answers to the research questions and the study's results would enable organisational leadership in the health care industry to assess which styles to employ to increase employee commitment and motivation, which would result in significantly improved performance and a stronger sense of belonging within the organisation. The implementation of an acceptable style will aid in the establishment of trust and loyalty toward the institution. The research on the effect of leadership styles on employee performance reveals no consensus on which leadership styles have the greatest impact on employee performance and how each of these styles has the greatest impact on performance.

In most of the literature assessed, inconsistencies indicate that transformational leadership positively impacts employee performance. In contrast, transactional leadership has a positive influence on employee performance. Musa et al. (2018), Nuhu (2010), Babatunde (2012), and Gumuguni (2014) all found that there is a positive influence effect on employee performance caused by transformational leadership. These studies have shown that transformational leadership has a beneficial impact on workers' performance, consistent with previous results. Despite this, the research studies on the effects of a laissez-faire leadership style and an autocratic leadership style on workers' performance do not provide a straightforward discussion of the subject matter. The study conducted by Musa et al. (2018) concludes that a sound and viable leadership with individual consideration at heart, encourages innovation, and creativity, and it was recommended that management should adopt fully the transformational leadership role with leadership qualities such as role modelling, perseverance, empathy, pragmatism, visionary, innovative, coaching, stimulating, and valuing employees so as to enhance staff performance.

These results are in direct conflict with Kaiwan's (2009) results, who found that authoritarian leadership had a detrimental impact on the performance of public workers in his study, which was published in 2009. This demonstrates that there is still no consensus among academics on the data regarding the impact of leadership styles on employee performance. Many diverse perspectives on the impact of leadership styles on staff performance may be found in the literature. Among the problems that need to be effectively handled in organisational management, Musa et al. (2018) points out that the issue of leadership styles and their influence on workers' performance are issues that need to be properly addressed in organisational management.

However, it should be emphasised that the organisations' success depends on the leadership of the company and the employees' behaviour toward their jobs (Maxwel 2003). In his research, Babatunde (2012) asserts that the transformational leadership style has a greater impact on employee performance than other leadership styles. Additionally, according to some researchers, transactional leadership is said to have a greater impact on employee performance than any other kind of leadership style (Maharani et al. 2021; Laras et al. 2019; Musa et al. 2018; Lor & Hassan 2017; Andreani & Petrik 2016). According to further research, transformational leadership styles are associated with better performance than transactional leadership styles in the workforce.

Others, however, have demonstrated that the laissez-faire leadership style, which empowers employees to make decisions on their own, motivates them to perform better than any other leadership style, according to the literature (Crom 1994). Other research has also observed that the laissez-faire leadership style is one of the worst for leading employee performance. Leaders allow things to run their course without evaluating staff performance, resulting in lower employee overall performance (Yukl 2007). When it comes to the impact of a laissez-faire leadership style, the two literatures are at odds. One viewpoint holds that it may affect employee performance, while the other holds that it cannot influence employee performance.

Maxwell (2015) found in his research that transactional leadership, rather than transformational leadership, is the kind of leadership that inspires workers the most. It is also said that the transactional leadership style is more effective than any other leadership style in moving subordinates beyond their usual level of performance to a greater level of performance (Bass 1985). According to Kashagate (2013), transactional leadership has been identified as having a detrimental impact on employee performance, particularly in the case of teachers, in his research. When it comes to the effect of transactional leadership on employee performance, these two studies provide results that are different from one another. Furthermore, this literature examination reveals that not all sectors were covered by the researchers working on the same subject. Kashagate (2013) covered the education sector, Onyango (2015) covered the banking business, and Babatunde (2015) covered the pharmaceutical industry. Nuhu (2010) and Gimuguni (2011) researched the local government industry.

According to these studies, many sectors are not covered by this area of study, which must be addressed. The fact that neither sectors nor nations are addressed in the literature should thus be recognised. There has been no study on this subject, and those who have researched the topic in other countries have not come up with a consensus on the impact of leadership styles on employee performance. For these reasons, this research was initiated to gather data from workers in the healthcare industry, specifically at the Premier Specialist Hospital in Kuala Lumpur, Malaysia, about the impact of leadership styles on their work performance.

2.9 Conclusions

The researcher conducted a literature study on the key topics of leadership, leadership theory, leadership style, employee results, and employee productivity, and their effects on the company. The previous study has provided many valuable views on transformational leadership and its effect on workers. Many quantitative studies have been conducted to investigate how transformational leadership has favourably impacted employee performance or job satisfaction, or both, in education, medical services, banking, and other corporate settings.

The researcher feels that the study is broad and deep based on the comprehensive literature review. However, the researcher could not discover any of these study papers that included or addressed the complete elements credited with transformational leadership's beneficial impact on followers in Malaysian health care settings. There has been no study on why transformational leadership or other leadership styles may influence the good results of healthcare employees in Malaysia, especially at Premier Specialist Hospital in

Kuala Lumpur, Malaysia. The absence of study in this field supports the necessity for this dissertation to investigate the integrative elements that motivate healthcare professionals, particularly those working in hospitals, to succeed in their day-to-day performance and job contentment.

Given the knowledge gap, a phenomenological investigation is recommended to fill that gap by presenting the lived experiences of employees working in the healthcare sector, focusing on private hospitals, for a style of leadership that is regarded to be the most efficacious in improving the performance of employees. This study added to the discipline's understanding of how leadership styles affect staff performance at a private hospital in Malaysia. This phenomenological research investigated the holistic variables that may have led to the good results of healthcare workers in terms of job performance and overall job satisfaction at Premier Specialist Hospital in Kuala Lumpur, Malaysia.

The research has the potential to help future health care leaders achieve optimum organisational objectives. This phenomenological study began with data collection from the ten research participants through face-to-face interviews. After gathering the raw data, the researcher will read, classify, and code it by hand. Chapter 3 describes the study technique used by the researcher to gather and analyse data using the chosen qualitative phenomenological methodology.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology used in this study. The discussion of this chapter begins with research design and a case study. Then, this chapter focuses on the role of the researcher, population, and sample before emphasising the strategies for conducting the interviews. Verbatim, pilot tests, and data collection have also been discussed. Besides, this chapter also discussed the data analysis plan, data management, and the ethical procedures applied in this study. This chapter ends with the issue of trustworthiness.

3.2 Research Design

The qualitative technique with a phenomenological design was chosen for this study since it was relevant to the subject. The phenomenological study determines people's meanings of their real-world lived experiences (Neubauer, Witkop & Varpio 2019; Pereira 2012). All participants in the research experience the same event, thus phenomenological analysis is used to address the thoughts, emotions, perceptions, observations, and reflections of all of them, and it results in a mixed synthesis description that captures the essence of the shared experiences (Moustakas 1994; Reiter, Stewart & Bruce 2011). The goal of this study was to describe and analyse recurring themes and patterns derived from workers' views of leadership styles and how they affect workplace performance.

Focus groups, individual in-depth interviews, phenomenological studies, ethnography, action research, and observation are used in qualitative research data acquisition (Klenke 2016). When analysing qualitative data, the content of written or recorded material from participants, observable behaviour, information collected from observers, and the physical surroundings are all considered (Maxwell 2012; Yin 2015). Thus, rather than focusing on statistical data, the qualitative research approach focuses on emotions, words, and pictures instead of quantitative data. The essential elements of a qualitative design are the objectives, conceptual model, research questions, methodologies, and authenticity.

This qualitative phenomenology research aimed to investigate and explain the lived experiences of ten workers who worked with the current leadership at Premier Specialist Hospital and their perceptions of their perceived successful leadership style. A common phenomenon is the participants' working experience with the past and current leaders. It was characterised as the participants' lived experiences for this study. These individuals' work performance and job satisfaction were among the things they talked about in their interviews.

Ahmad et al. (2019) and Bansal and Corley (2012) distinguished qualitative and quantitative research in terms of the data collection instruments, methods, and procedures used in each. In their opinion, Bansal and Corley (2012) stated qualitative researchers do know what theory their insights may represent. In contrast, quantitative researchers follow precise strategies since their data gathering focuses on testing a particular theory. While Bansal and Corley (2012) said that qualitative research aims to develop theories inductively, they also pointed out that the data may also be used for hypothesis testing and

deduction. According to the authors, a brief and multifunctional front end is among the difficulties that qualitative researchers must overcome. They believe that the qualitative front end must interest the reader and communicate a need to conduct the research questions to justify the study's existence. Furthermore, they said another difficulty with qualitative research is the need for an extensive discussion after the study to summarise the significant results and explore additional practical implications.

Moreover, Bansal and Corley (2012) highlighted those qualitative researchers could choose from various research methods while doing their studies. Accordingly, qualitative researchers must thoroughly explain data collection, analysis, and presentation to be taken seriously. The authors also discussed the contentious topic of counting in qualitative research, raised by Hannah and Lautsch (2011). Cairney and St Denny (2015) stated that it is essential to recognise and account for researcher bias when doing qualitative research.

Quantitative research was deemed inappropriate for this investigation. That is simply because qualitative research, as opposed to quantitative research, relies on a lower number of carefully chosen study participants who are interviewed or observed to uncover the underlying meaning of a phenomenon. On the other hand, quantitative research is concerned with testing a specific hypothesis on a considerably more significant number of individuals who have been randomly chosen and who have used statistical measurements. These statistical measurements are the mean, the median, the mode, and the standard deviation to support or refute it. Quantitative research would, of course, be inappropriate for this specific study since the goal was not to measure the lived experiences of individuals who participated in the study but rather to describe and comprehend those experiences in greater detail.

For its part, this study focused only on examining and comprehending the more profound significance of those individuals' lived experiences rather than on measuring them, as was the case in previous studies. As a result, qualitative research was the most appropriate approach given this study's design and explorative character. The grounded theory method was inapplicable among qualitative techniques since the goal of grounded theory is to go beyond description to create a theory. Additionally, the narrative method was deemed ineffective since narrative research is primarily concerned with a person's narratives. This research aimed to learn about the lived experiences of ten people rather than simply one person. As a result, the narrative method did not meet the requirements of this investigation.

After eliminating the qualitative methods, the researcher concluded that the phenomenological approach was the best option. Phenomenological research is concerned with determining the core of the lived experiences of a group of people in order to determine the universal significance of those experiences. That was the overall goal of this investigation. The purpose of this research was to describe and explore ten employees' experiences who were working under the present and past administration of Premier Specialist Hospital at the time of the study.

Consequently, the researcher determined that a qualitative research method, combined with a phenomenological approach, would be the most appropriate method to analyse and examine the relationship between leadership styles and employee performance at Premier Specialist Hospital. The purpose of this research was to examine the differences in leadership styles that exist between leaders and their subordinates, with a particular emphasis on the leadership styles that are currently in use inside the company. The

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information and data were collected via interview questions, which allowed the researcher to examine how workers' views changed in response to different leadership approaches.

3.3   Case Study

In the opinion of Bougie and Sekaran (2020), case studies concentrate on learning about a particular thing, occasion, or activity, such as a particular business unit or organisation. The person, group, organisation, event, or scenario that the researcher is interested in is the "case" in a case study. A case study is founded on the idea that different data-gathering techniques must be employed to examine a real-life situation from many angles and perspectives in order to gain a clear picture of the issue. In this sense, a case study is a research strategy that involves an empirical analysis of a current event in its actual surroundings while utilising a variety of data-gathering techniques (Yin 2009). It is important to remember that case studies can produce data that can be analysed and evaluated on both a qualitative and quantitative level. Just as in experimental research, hypotheses can be developed in case studies. However, no support for the alternative hypothesis developed may be shown if a hypothesis has not been verified in at least one other case study.

Chowdhury and Shil (2021) and Feagin, Orum, and Sjoberg (1991) have previously claimed that a case study is the optimum method to employ when a thorough and in-depth analysis is necessary. Case studies have been used in numerous investigations, particularly sociological ones. This method was developed by highly skilled experts, including Yin (2009; 1994), Stake (1995), and others. By employing these procedures, the researcher will be using methods that have been thoroughly established and examined, just like any other

method used in the field of science. Regardless of the research's experimental or quasi-experimental design, it is widely acknowledged that some crucial information is hidden by the data collection and processing methods (Stake 1995).

Contrarily, case studies use a variety of data sources, including interviews, to highlight the specifics from the participants' perspective. A case study can be interpreted in a variety of ways (Yin 1994; Merriam 1994; Stake 1995; Stake 1998; Miles & Huberman 1994; Gillham 2001). According to case study specialists, there is one thing that they can all agree on: the case study needs to have a "case," which is the object of the research. The "case" should be a complex working unit that may be investigated using a variety of methods in its natural habitat. The CEO of Premier Specialist Hospital is the focus of the investigation because of his complex operating unit leadership style, which has an impact on employee performance.

The complexity of a single instance is supposed to be captured when doing a case study. Within the social sciences, the technology that makes this possible has developed. This method is therefore employed in the social sciences, such as psychology and sociology, as well as in fields that are more practice-oriented, such as environmental research, social service, and business studies.

3.3.1 Types of Case Study

Yin (1993) specifies three types of case studies: exploratory, explanatory, and descriptive. Three extra components were present in Stake (1995). When a researcher is interested in a case, intrinsic When the case understands more than the observer can see, it is helpful. When numerous examples are looked at simultaneously, it is collective. When social research is being conducted, exploratory instances are frequently conducted first. It is feasible to use explanatory case studies while conducting causal investigations. A descriptive theory must be established in order to direct the investigation before starting a descriptive case study. Depending on the circumstances, any of the types of case studies mentioned above may apply to one or many cases.

A triangulated research approach is what is referred to as a case study. According to Snow and Anderson (1991), cited in Feagin et al. (1991), triangulation may be used to data, investigators, concepts, and even procedures. According to Noble and Heale (2019), triangulation refers to techniques that ensure the validity and availability of alternate interpretations. Triangulation is essential due to the ethical requirement to confirm the validity of the methods. This can be achieved in the case of studies by employing diverse data sources (Yin 1984). In the case of studies, establishing meaning rather than location is the issue.

A qualitative case study is a research method that allows for the investigation of phenomena within their context using a variety of data sources. Since the problem is not viewed through a single lens but rather a variety of lenses, it is possible to reveal and comprehend the phenomenon from multiple perspectives. The methodologies described by Stake (1995) and Yin (2003, 2006) serve as guides for case study technique. Both are

concerned with ensuring that the primary topic has been exhaustively explored and that the central phenomena have been revealed.

The researcher's use of an exploratory case study format is supplemented by the inclusion of two extra components, which are intrinsic and instrumental (Yin 1993). This study's objective was to investigate the several leadership characteristics that exist between leaders and employees. It focuses on the phenomenon of leadership styles and how they influence employee performance in a business.

3.3.2 Case Study Design

According to Yin (2009), a compelling case study research design consists of five components, as shown in Figure 2. These components are (i) research questions; (ii) propositions or the study's aim and objectives; (iii) unit analysis; (iv) logic that connects data to propositions; and (v) criteria for interpreting results. Specifically, the "how" and "why" kinds of inquiries were the most suitable for this particular sort of qualitative case study research. In particular, the researcher inquired about how employees evaluated the characteristics of leadership that influenced their perceptions of how it would affect their ability to succeed. Additionally, the researcher wanted to know how employees viewed the most significant leadership style and how that perception affected their performance at work.

The second component explicitly describes the study's goal of properly constructing a case study research study. The mission statement is the component that is most associated with this component. This case study aimed to identify the most effective leadership style that may result in outstanding staff performance at Premier Specialist Hospital in Kuala Lumpur, Malaysia. The unit of analysis is the third component of a case study research design, and it is the most important. According to Bougie and Sekaran (2020), the unit of analysis is the degree of aggregation at which information is processed and conclusions reached. Even as the study defines the research question, it must decide on the unit of analysis. This is because the data collection methods, sample size, and even the variables included in the framework are sometimes dictated or led by the level at which data is aggregated for analysis.

According to Yin (2009), the unit of analysis in the region of emphasis is investigated in a case study. If the original study is described correctly, Yin added, a suitable unit of analysis will be identified. When a researcher develops a research topic, the unit of analysis is directly related to that question. Following Merriam (1988), the unit of analysis for this research is the CEO of Premier Specialist Hospital (the case being examined), located in Kuala Lumpur, Malaysia. Individuals and groups have different features (e.g., structure, cohesiveness), and groups have different qualities than individuals (e.g., IQ, stamina). People from different cultures have diverse perceptions, attitudes, and behaviours. As a result, the type of the data gathered, as well as the level at which it is aggregated for analysis, are critical factors in determining the unit of analysis.

The fourth case study research design component links data and research questions. As themes arise from the data gathering phase, this link is established after the data collection phase. As the data is analysed, the researcher looks for patterns that correspond to the theoretical research questions of the case study and tries to connect them to the data. Consequently, the themes that emerged from this investigation functioned as responses to the research questions presented in Chapter 1 of this study. The criteria for interpreting the results of a case study are the fifth component of case study design. Typically, the data is coded by the case study researcher before creating the themes (Yin 2009). After finishing the theme creation step, the researcher carefully extracted meaning from the results to formulate practise and future study suggestions.

Alternatively, the researcher may create a single case study with many embedded components. This implies that the researcher will be able to investigate the case while also having the capacity to analyse the data inside the case analysis, between the case analyses,

and in a cross-case analysis setting. This allows the researcher to examine sub-units contained within a more significant case, which increases the researcher's ability (Yin 2003).

The difference between single-case and multiple-case designs is a key distinction in case study design. This necessitates a decision on whether a single case study or numerous instances will be used to answer the research questions prior to any data collecting. Following Yin's typology, the design of this case study falls under Type 2. The examination of each leadership style is integrated into a single case study, as shown in the following section. The autocratic, charismatic, laissez-faire, transactional, and transformational leadership styles are examined in the single case study to provide a comprehensive picture of the research goals.

Briefly, the single-case study is an appropriate approach in a variety of situations. According to Yin (2009), a single-case study is equivalent to a single experiment, and many of the same circumstances that justify a single experiment also justify a single-case study. As a result, single-case designs necessitate a thorough analysis of the potential case in order to reduce the risk of misrepresentation and maximise the access needed to collect case study material. It is a good idea to hold off on moving forward with a single case until all of these significant concerns have been addressed. The resulting design, regardless of how the units are chosen, is known as an embedded case study design (Type 2). Defining the unit of analysis is a crucial step in developing and performing a single case (or the case itself). Before committing to the entire case study, an operational definition is required, as well as some precautions to guarantee that the case is in fact relevant to the topics and questions of interest.

Within a single example, components of the analysis may still be combined, resulting in a more complex—or embedded—design. Subunits can often provide significant opportunities for in-depth study, increasing the single case's findings. However, if too much emphasis is placed on these subunits, and the wider, holistic parts of the case are neglected, the case study's orientation and nature will be altered. If the change is justified, the study should address it directly and explain how it relates to the original question.
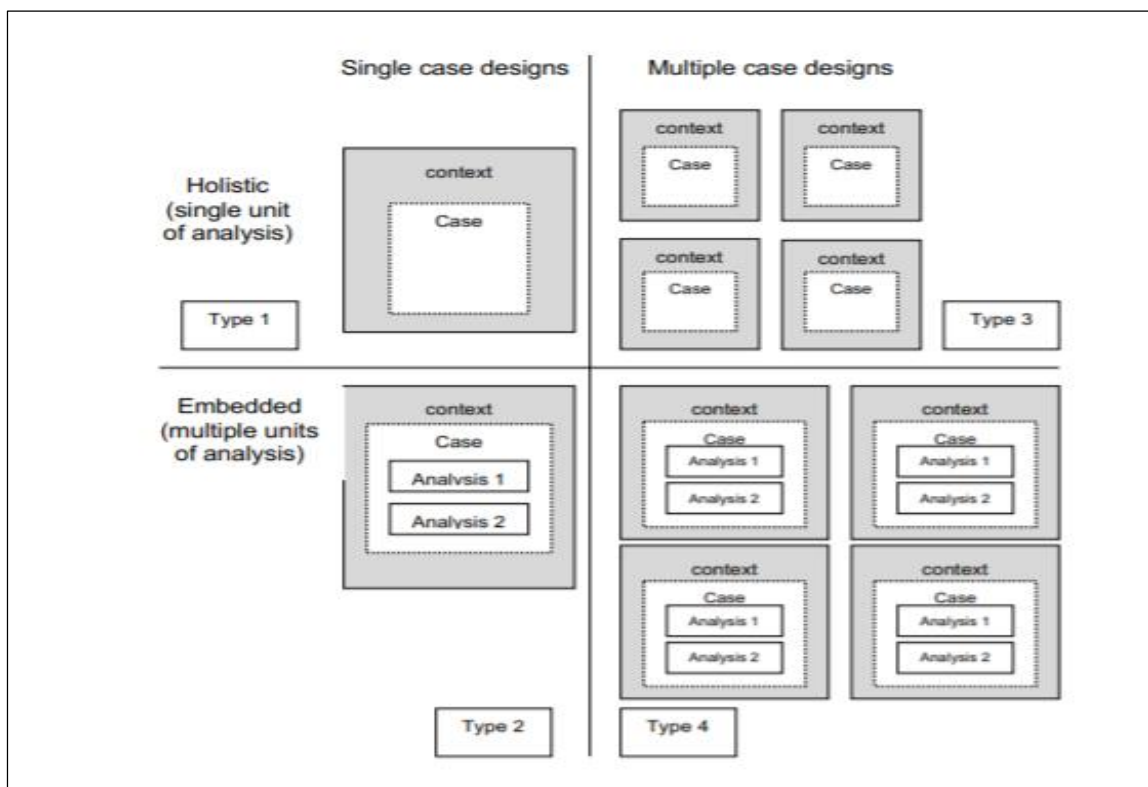
Figure 2: Case Study Design

According to Yin (2009), case study research design can be divided into four types, as shown in Figure 2, and case study type 2, which is a single case study (embedded design), is applicable in this study. As explained earlier, the aim of this study is to identify the most effective leadership style that may result in outstanding staff performance at Premier Specialist Hospital in Kuala Lumpur, Malaysia. In other words, this study is a single case study because it is only being conducted at one company, which is at Premier Specialist Hospital in Kuala Lumpur, Malaysia. Then, this study applied the embedded design as it investigated not a holistic aspect but only one aspect, which is regarding the leadership style.

3.3.3 Case Study Protocol

The authors, Eisenhardt (1989) and Yin (1994), both stressed the need to develop a case study protocol that can be used as a guideline while conducting case studies. As per Miles and Huberman (1994), an appropriate protocol should describe the processes and regulations that control the researcher's actions and those of the study project. It describes the processes and regulations that researchers must follow before, during, and after completing a case study project. Besides that, a case study protocol may be especially beneficial in research projects involving many researchers since it guarantees consistency in data gathering and analysis (Yin 1994). Additionally, case study protocols help guarantee consistency in research initiatives when data is gathered in various places over a long period of time.

Appendix A contains a comprehensive description of the case study protocol used in this study. This appendix begins with an introduction to the case study and the relevance of the case study method to this study. This appendix also explains the purpose of using case studies and the role of protocol. Other than that, Appendix A also emphasises the data collection procedures that cover the unit of analysis, case selection, and selection procedure. It also provides the outline of the report and explains the informed consent form.

3.4   Role of the Researcher

To assist in the understanding and the significance of qualitative researchers as research instruments, Xu and Storr (2012) have proposed a programme that would guide qualitative researchers as research instruments. As per phenomenological research, the researcher's role is to translate individual lived experiences into statements to understand those experiences during data collection. The researcher's role is also to categorise the themes that emerge from the reflected experience and then record the experiences in writing (Sanjari et al. 2014). The researcher was the primary data collector, collecting information from participants. In this study, the researcher's function was a research instrument and an observer responsible for collecting data.

In addition to being a researcher, the analyst job also entailed coding, interpreting, and presenting data. The researcher conducted face-to-face interviews with study participants. First, the researcher sent the informed consent form to the research participants, fully explaining the study's objective, advantages, and dangers (if any) before they agreed to participate. Next, the researcher contacted individuals who had shown an interest in participating in the study to schedule an interview time convenient for both parties. During the interviews, the researcher asked them open-ended interview questions prepared beforehand.

After that, the researcher sorted the handwritten notes taken during the interviews and gave all the interview notes. When all ten interviews were finished, the researcher performed a data analysis by categorising the interview answers, making sense of them, and summarising the various themes from the interview responses. The researcher treated all participants courteously and professionally, creating and maintaining that connection

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throughout the study. At any point throughout the study, the researcher and the ten participants did not have a supervisory or supervisee connection at any point. There was also no superior-staff connection between the researcher and the study participants. The researcher tried very hard to preserve a professional relationship with ten participants during and after the interviews. As a result, no power imbalances needed to be resolved during the study process. Their involvement in the study was entirely voluntary, and they were not subjected to any compulsion at any point throughout the research procedure.

According to Maxwell (2013), research is always susceptible to bias due to researcher subjectivity. The researcher's risk was of producing a faulty or biased study if they based their research decisions on their preferences. Furthermore, while Maxwell (2013) acknowledged that it is impossible to eliminate the researcher's theories, beliefs, and experiential lens, he argued that qualitative researchers should be conscious of how their values and perceptions may influence the conduct and conclusions of the research. The impact may be either positive or negative. Specifically, Maxwell (2013) highlighted the necessity for qualitative researchers to explain potential researcher biases and the necessity for and how they deal with such issues in the study.

The epoche's eyes see the researcher's understandings, judgements and knowledge. Then, the research phenomena are re-investigated in an impersonal and objective way (Moustakas 1994). Patton (2002) stated that researchers should be conscious of their prejudices and acquire clarity about their pre-conceptions, recommending a phenomenological attitude change that may be accomplished via epoche to be successful. In this study, the researcher recognised and dealt with her preconceptions by being consciously aware that they existed and using a suitable research technique, such as epoche,

in the investigation. The researcher put aside any personal beliefs, expertise, or preconceptions that she may have had and focused only on capturing the genuine viewpoints of the study participants.

Finally, it was the researcher's responsibility to handle any additional ethical problems arising from the study. It was the researcher's responsibility to preserve the confidentiality and privacy of the study participants and be mindful of other ethical considerations, such as obtaining informed permission from the research participants and developing professional researcher-participant connections. In addition, the researcher made sure that she thoroughly described both the dangers and the advantages of participating in this research project to each of the ten volunteers.

3.5   Population and Sample

It is necessary to draw a defined number of elements from a sample pool intended to conduct participant selection sampling representing potential elements found within the population (Joo & Jo 2017). This study adopted purposive sampling technique. The picked workers were chosen based on their status as current employees at the hospital. The researcher used this design to apply a qualitative method to gather leadership styles and approaches. The research recruiting letter was sent to prospective participants through email to entice them to participate in the study.

The researcher utilised a qualitative phenomenological method to conduct interviews with ten adult workers ranging from 30 to 50 years old. This is to ensure that this study gets feedback from the right person who has adequate experience in the company and high maturity to answer all questions. Using the results of the phenomenological research study, it was determined that a sample size of between 5 and 25 participants was appropriate. The reason for selecting a small participant pool, including the age range, was based on this recommendation (Joo & Jo 2017; Simon & Goes 2011). The sample's makeup was decided by the number of workers interested in the investigation. The gender, ethnicity, and race of a person were not considered while determining whether to participate. However, such information was collected as part of the demographic data collection. Some descriptive analysis could be performed on the emerging themes to identify any differential patterns that may have emerged.

The researcher conducted face-to-face interviews, which used a stratified sample method to gather information. A letter was written to the company's administration to get permission to perform the study at that location. The letter also requested access to the facility's organisational structure, which was granted. The researcher selected and recruited up to ten study participants, all of whom were departmental heads or managers of clinical and non-clinical services, to create a larger participant pool of more qualified individuals. This phenomenological study aimed to examine and characterise the lived experiences of individuals. These individuals have experience working under the previous and current hospital's leadership. Their perceptions of successful leadership styles in the past and present are crucial.

Consequently, purposive sampling technique was used when the researcher oversaw selecting the participants for the study. For starters, the researcher planned to recruit a total of ten people for the study since she expected that no new information would surface once she had finished the ten interviews. Despite this, the researcher remained open and flexible in her decision to modify the sample size quantity until she achieved full data saturation, which meant that no new information surfaced after she finished the ten interview sessions. Initially, the researcher sent the informed consent forms to 15 people to explain the study's objectives. After receiving the participants' completed informed consent forms by email and eliminating those who did not respond to the email, the researcher contacted each of the ten people on the list to arrange a mutually suitable time for the study interview. The researcher merely called individuals who responded to the email and were interested in participating in the research. Each participant was asked the interview questions prepared before the researcher's face-to-face interview session.

According to Moustakas (1994), epoche is a Greek term that refers to refraining from making snap judgments or looking at things in the ordinary way of thinking. Epoche views the world as one where daily understandings and knowledge of things are discarded. Consequently, by using epoche, the researcher put aside her personal opinions and evaluated the participants' answers neutrally and impartially. During the study, the researcher acquired a more profound knowledge of the phenomena from the participants' viewpoints regarding their lived experiences and gave theoretic explanations for their occurrence. The researcher used the epoche method to perform the lengthy interviews, which included monitoring the participants' facial expressions and other non-verbal body language throughout the live face-to-face interviews and recording their responses.

Furthermore, throughout the live interviews with the research participant, the researcher took notes and wrote down the research participant's responses to each question. She repeated the procedure ten more times until she had collected all the information from a total of ten study participants. Once the researcher decided that no new themes were emerging from the data collected from these ten individuals, she concluded that she had exhausted the data. Then she began organising, reading, categorising, and manually coding all the data she had gathered to uncover themes or patterns that emerged.

3.6   Strategies to Conduct the Interviews

The participants were selected from Kuala Lumpur's Premier Specialist Hospital, where they participated in the study. Participants were interviewed in semi-structured interviews, which the researcher conducted. Semi-structured interviews are customizable and exploratory, yet they are a method that allows the researcher to retain control over the process via guided questions (Yin 2015). Questions in the interview were left open-ended. As explained in the case study protocol in Appendix A, this study developed the interview questions and conducted the expert validation.

According to Yin (2015), using a semi-structured interview enabled the researcher to retain order and consistency throughout the study process. Using this technique, it was possible to get a more in-depth knowledge of the participants' feelings and experiences. The standardised open-ended interview questions were carefully prepared, with minimal change in phrasing to ensure that each participant was given identical questions throughout the study (Maxwell 2012). The following were the actions taken to gather data:

i)   Recruited employees who were currently employed in the hospital to participate in the study,

ii)   Obtained signed informed consent forms from the participants,

iii)   Schedule the interviews,

iv)   Conduct the interviews,

v)   Transcribed interviews verbatim,

vi)   Organized and analysed the data, and

vii)   Prepare and present results and recommendations.

As soon as she received authorization from the hospital's administration to conduct the research, the researcher selected and recruited a total of ten individuals who expressed an interest in participating in the study. Participants must satisfy the inclusion criteria to participate in the research. First, the individuals needed to be at least 30 years old as this study needs to ensure they do have adequate working experience. Second, volunteers were required to have at least two years of work experience at the hospital in question. In addition, participants needed to be mentally sound to answer all the interview questions correctly. The researcher gathered individuals from the management level and department heads to collect data to examine the unit of analysis that is the hospital's chief executive officer.

The researcher contacted individuals who expressed an interest in participating in the study to arrange a mutually suitable time for face-to-face interviews, depending on their preference. Initially, the researcher planned to arrange two interviews each day to complete the anticipated ten interviews in a fair amount of time. Personal interviews with participants took place in a private conference room on their company's premises. The researcher asked the participants questions during the planned interviews based on the interview questions developed in advance.

Afterwards, she jotted down notes to track what each participant intended to communicate in response to that question. When the subject replied to the questions, the researcher also looked at their nonverbal body language, such as facial expressions and hand movements. The researcher used epoche to put aside her personal opinions and beliefs. It concentrates solely on listening to and documenting each participant's answers to each interview question to describe their own lived experiences as precisely as possible to

better understand the participants' lived experiences. In that manner, the researcher handled the ethical problem of reducing personal researcher bias by being as impartial as possible to represent only the lived experiences of each participant from their viewpoints rather than those of others.

3.7   Verbatim

Many qualitative social research studies have adopted the use of direct quotes from study participants. Some research funders now require final reports to contain direct quotations from participants as a matter of course. Support for this approach is being bolstered via the creation of formal techniques for the critical assessment and evaluation of policy-related qualitative studies to ensure that policy and practise are based on the most up-to-date research data possible. Spencer et al. (2003) examined various evaluative methods and frameworks developed in the past century for use in the quality evaluation of qualitative research reports. They studied both experimentally and philosophically grounded frameworks that emerged from various fields.

Evidence and conclusions generated were recognised as an essential quality criterion for which there was widespread agreement. Verbatim quotes were highlighted as playing a significant role in this regard. When it comes to health and social welfare frameworks, authors explain how adding excerpts from transcripts helps to clarify connections between data, analysis, and outcomes that are discussed in many ways under terms such as validity, reliability, credibility, and audibility (Beck 1993; Greenhalgh & Taylor 1997; Spencer et al. 2003; Long & Godfrey 2004). Such evaluation methods and frameworks are relatively new contributions to the body of review of the literature.

3.8   Pilot Test

As stated by Maxwell (2013), qualitative researchers should pay close attention to two key implications that do not seem to be connected in any logical way. First and foremost, Maxwell recommended that qualitative researchers predict how people would interpret the questions and how they would react in the most probable scenario. Maxwell urged researchers to put themselves in the participants' shoes and then imagine how they would respond to these questions if they were in their shoes. Subsequently, according to Maxwell, qualitative researchers should "pilot test" their interview instructions and questions to see if they are clear and understandable as intended and whether changes would be required.

Before beginning the primary investigation, the researcher conducted a pilot study with two participants to determine if the interview instructions and questions were clear, understandable, and free of bias. The results of the pilot study were used to inform the main study. The responses of these two people were not included in the final research study. As part of the pilot project, the researcher interviewed two people from the same company to gather face-to-face information. As nothing was perplexing or unclear in either the interview instructions or the interview questions, the researcher decided not to modify either one.

3.9   Data Collection

Data gathering is an essential procedure. A practical, well-developed, systematic, and efficient data collection approach must be implemented (Klenke 2016). The data collection approach for the study considered the workflow that would be utilised, the instruments used for data gathering, and problems related to data segmentation. Participants were informed of the research objectives via an introduction, explaining why they had been invited to participate in the study. The investigation's specifics included confidential material, a request for permission to audiotape the interview, and the opportunity for members to double-check the written translations before revealing the results. Participants were promised that their names would not appear in any study's outcomes or publications. Their responses would be used to help them comprehend the topic at hand. According to Walker (2012), data saturation should be the ultimate criteria for data collection. Data saturation is a method for determining whether enough data has been collected to support the investigation.

A face-to-face interview was conducted to get information from the participants. A more specific example is that the researcher first sent out the written informed consent to prospective participants through email, explaining the study's objective and the risks and advantages of participating. Participants interested in taking part in the study were contacted by phone or email to set up a time for face-to-face interviews. As a result, the researcher conducted extensive interviews while using pre-designed interview questions and keeping an eye on the participants' non-verbal communication. The email exchanges and phone conversations served solely as preparatory tools for the actual interviews scheduled after that.

Yin (2015) theorised that an interview protocol is more successful in maintaining control throughout the inquiry. Participants in this study were given a chance to express their in-depth opinions on the subject matter. The guide utilised for this study enabled the researcher to set boundaries and retain control over the interview. An interview serves primarily as the primary means of gathering information in phenomenological research (Maxwell 2012; Yin 2015). Additionally, it provided the researcher with the capacity to recognise the need for an efficient and successful interview guide to assist with the data collection process.

The researcher used open-ended interviews in this study to learn about the participants' lived experiences with their current and previous leaders and how their leader's leadership style affects their performance and job satisfaction. The interview questions were derived from the primary research questions to guarantee that the participants' responses were relevant to the study's main emphasis and objectives. After answering open-ended interview questions for about an hour, the researcher hoped that the participants' responses would provide sufficient information to illustrate the emerging themes related to their lived experiences with leadership styles and their perceptions of effective leadership styles in a hospital environment.

The researcher selected and recruited a sample of ten individuals for the research study with a specific goal in mind. She intended to make any required adjustments to the sample size to ensure that data saturation would result before concluding the data collection process. The researcher-maintained flexibility and caution in using a sample size to ensure that no new information emerged from the chosen ten individuals before concluding the data collection process. After doing all the interviews with the 10 participants, the

researcher planned to expand the sample size by recruiting more individuals if there was still new material or patterns developing. Before concluding the data collection, the researcher ensured that she had achieved saturation with the data.

Consents were obtained in writing and orally throughout the data collection process. The permission form contained information about how the data was collected and used. Subjects who expressed an interest in participating in the research needed to return the permission form, which they did so by sending it back to the study's address. The consent form made it clear that their participation in the research was completely optional and that participants were free to withdraw at any moment and for any excuse. In addition, the information provided by the participants was kept private, and no names were written on the interview instruments throughout the process. Specifically, the researcher initially sent out the first research invitation via email to potential participants, asking them to respond within five calendar days, indicating their desire to participate in the study.

After obtaining a response from individuals who expressed an interest in participating in the study, the researcher contacted or phoned them to arrange a mutually convenient time for face-to-face interviews. Once an appointment had been set, the researcher began preparing for the actual interviews that would take place. Records were collected for future reference during face-to-face interviews. The researcher intended to meticulously write down the responses to the interview questions from each participant on a single piece of paper, as instructed. If the individual's response was lengthy, she used both sides of the paper to accommodate the length of their response. The information gleaned from each interview was jotted down on a piece of paper and then transcribed. It was kept in a locked drawer at the researcher's home office, and no one had access to the locked

drawer except the researcher.

As a result, information would be kept safe and protected. During each interview, the researcher paid close attention to the participants' responses and meticulously recorded them to get an accurate picture of their intended communication. The participants in the data collection procedure were not subjected to any coercion, which was a positive result. The researcher made it apparent to the participants that their participation in the study was entirely voluntary on their part. She made it plain to them that they were free to withdraw from the research at any moment without fear of repercussions from the other participants. In this study, the researcher did not directly connect with any participants, thus eliminating any potential for a conflict of interest or authority problem.

Furthermore, the administration of Premier Specialist Hospital had no influence or ability to coerce anybody into participating in the research. The hospital administration's role was limited to merely granting permission for the researcher to conduct the study at the facility in question. The management team was completely unaware of participating in the study. The researcher explained that she would not disclose the participants' identities. In this manner, the researcher may alleviate the participant's concerns about their privacy and any pressure or other forms of coercion from the group leader. Identifiable information such as the participant's name, phone number, or email address was deleted from the data collection and analysis procedure before the interviews began. The researcher did this before starting the interviews.

The researcher ensured that each participant's identity remained private by assigning a unique number and a nickname before conducting each interview. The paper containing the participants' private information will be kept in a safe location for two years after the study's conclusion. Upon the expiration of two years, all the data will be wiped clean. Furthermore, the researcher informed the participant about the follow-up process. This follow-up process includes an email or phone call, or both. The purpose of this follow-up process is to verify and confirm their responses. Ahead of time, the researcher told the participants that the interview would take about sixty minutes to complete, and that the data would be coded by hand for subsequent analysis.

3.10   Data Analysis Plan

Data analysis is a crucial part of qualitative research. The interviews are transcribed, and the content is organised such that qualitative researchers may undertake proper data analysis. Codes were employed to categorise the data, and the final results were reported graphically, in tables, and through interviews (Smith 2015). The methodological triangulation methodology was also applied in this study. Methodological triangulation used various qualitative techniques, including interviews, field notes, and any additional stories that participants shared with the researchers to explore the phenomenon. While this technique is widely used, it often necessitates extra resources. There are many benefits to using triangulation in a research project, including increased trust in research data, the development of new methods to explain a phenomenon, the discovery of novel discoveries, the challenge or integration of ideas, and a better knowledge of the issue (Thurmond 2001).

There were four methods that the researcher might use to help her stay impartial during the investigation, particularly in cases when she had prior knowledge of the topic. The researcher must be psychologically prepared to set aside their expertise and accept perspectives during the investigation (Chan, Fung & Chien 2013). The second step included determining the extent of the literature review. In turn, this helped the researcher obtain a complete grasp of the study's questions (Chan et al. 2013). The third need was the development of a strategy for scheduled data gathering. It was critical to have questions as a guide and explore more questions (Chan et al. 2013). The fourth approach was data analysis, which had been planned.

The most important thing was to make sure the information was correct (Chan et al. 2013). This was accomplished by having each participant review their interviews after they were done to ensure accuracy. Each participant was given a code and nickname, an identification unique to them. The field notes and interviews were used to arrange the data collected by the researcher. It was necessary to note any meaningful words, topics, phrases, or thoughts in the margins so that the communication and experience of the participants could be adequately documented. The data was organised with the help of the NVivo 12 programme. This programme assisted in the organisation, analysis, and collection of information gathered during the interviews. Furthermore, using this technique, the researcher was able to identify patterns that emerged from the interviews (Beekhyuzen, von Hellens & Nielsen 2010; Walsh 2003). The researcher compiled a list of frequently occurring words and critical remarks based on the information gleaned from the interviewees.

The researcher started by arranging and preparing the information gathered and transcribed from the participants' interviews when conducting the data analysis. Several transcripts were analysed to gain an initial grasp of the data, with words and phrases that revealed significant units of analysis being highlighted and coded in the highlighted text. As outlined in prior research, the data was analysed to classify the coded material into thematic categories corresponding to authoritarian, charismatic, transformational, transactional, and laissez-faire leadership styles.

To discover developing themes, it was required to re-examine coded data that did not match the preceding theoretical themes. A summary was produced to better comprehend the main experiences, events, influences, and outcomes that emerged from each interview, using each participant's interview information. These descriptions revealed several characteristics that influence employees' perception of leadership styles and thus job effectiveness.

The main goal was to produce textual descriptions of employees' impressions of leadership styles, based on examples from the interviews and data gathered from ten interviews, to better understand their perspectives. Using the coding and analysis procedures mentioned before, this was achieved. The software application kept track of when new data was generated. The software tool also helped the researcher create connections between facts and ideas, allowing the researcher to trace the genesis of a specific concept and explain the understanding of those ideas (Beekhyuzen et al. 2010). The themes and concepts are linked to the theory and define how an employee perceives leadership styles and their work performance.

Researchers may use coding to analyse the substance of the data they collect (Maxwell 2013). With the NVivo 12 programme, the researcher hoped to uncover patterns or themes in the data by using open and axial coding. Maxwell argues that data must be reviewed for themes to emerge organically using open coding. According to her results from each interview, the researcher jotted down her results on a piece of paper. Following the open coding, she utilised axial coding to categorise the data even more. According to Maxwell, axial coding is the act of assigning more significance to the themes that have previously been discovered, which was accomplished via the open coding method. Researchers can develop categories around data relevant to their study, according to Maxwell (2013), by allowing themes to emerge from the data using open coding. This section of the research involved applying a technique known as "horizontalization", as established by Moustakas (1994), to provide equal weight to all the data collected.

The researcher made efforts to be as impartial as possible to minimise researcher bias and incorporate all the gathered data. For this study, the researcher used open and axial coding as part of the transcription process to break down, analyse, and classify participants' information (Ostlund et al. 2011; Petty, Thomson, & Stew 2012). Coding refers to the analytical process in which ideas suggested by the data are labelled and categorised according to their significance (Bergin 2011). They are required to provide a sense of the voluminous information gathered throughout the investigation. Coding was advantageous in this study because it enabled researchers to identify each issue stated by participants and highlight their views on each subject (Desu 2012).

Then, the researcher participated in a data reduction procedure to narrow the scope of the data to just that relevant to the study objectives. When the researcher went through each participant's answers, she looked for themes solely related to the study questions and categorised them. Since the researcher concentrated on the data relevant to the study objectives, she successfully identified themes or patterns connected to the research questions. The researcher established conclusions and outcomes that were compatible with the meanings taken from the participants' lived experiences with the leadership style.

3.11   Data Management

The researcher kept all of the material he acquired in strict confidentiality. Only the final written report would be made available to the readers, with no identifying information about the participants to disseminate the results. The researcher, in particular, used an email account created specifically for this study to give the participants an invitation in the form of informed consent via email. Once the research goal was met, the researcher deleted all participants' emails from my inbox and emptied the trash bin. The researcher kept the interview notes in a secure area and assigned each one a random number to reflect the responses given by each participant. It was kept at the researcher's home office in a safe drawer, along with a piece of paper with all of the participants' personal information. All of the data is only accessible to the researcher, and it will be destroyed two years after the research is completed.

3.12   Ethical Procedures

3.12.1 Research on Ethical Issues

Some ethical difficulties may arise in qualitative and quantitative research, regardless of how thoroughly methodological processes are followed (Ignacio & Taylor 2013). They identified three potential ethical issues that they believe are important: the researcher-participant relationship, informed permission, and secrecy and anonymity. According to Ignacio and Taylor (2013), ethical issues frequently arise in these disciplines for both qualitative and quantitative research. In some instances, any of these factors, or a combination of them, may lead to ethical dilemmas in some instances.

Furthermore, according to Ignacio and Taylor (2013), qualitative research has been criticised for a lack of methodological rigour, which has led to ethical issues in the discipline. Ignacio and Taylor (2013) also stated that although qualitative research includes methodological procedures comparable to quantitative research, such qualitative protocols are founded on criteria distinct from quantitative research. Ignacio and Taylor (2013) also claimed that qualitative and quantitative research might be equivalent to methodological rigour, a noteworthy claim. According to Ignacio and Taylor (2013), the researcher must handle ethical problems throughout their investigation. Ignacio and Taylor (2013) asserted that whether the study is qualitative or quantitative, ethical problems may arise at any point throughout the research procedure.

A similar point was made in Huang et al.'s (2014) study. Ethical considerations might include possible hazards and advantages, access to research sites, informed permission, confidentiality and relationships with participants, and the gathering of extensive information data. Additionally, Lunnay et al. (2015) provided a novel viewpoint

on using social media to resolve ethical problems in qualitative research, which was welcomed by the research community. Lunnay et al. (2015) claimed that uncertainty around the possible dangers associated with social media might inhibit ethical behaviour, leading them to advocate avoiding using this new technique altogether. Lunnay et al. (2015) raised concerns about potential risks of using social media, such as a loss of privacy and confidentiality when doing qualitative research.

Every kind of study is built on the foundation of ethical standards. Acting unethically would be counterproductive to research objectives and harmful to the researcher and participants of the study. Ethics in research are essential, implying that the researcher should not damage anybody emotionally or physically. Participants' trust in the study is increased because of ethical conduct throughout the research process. This results in increased responsiveness. All individuals gave their informed permission before taking part in the study. At every level, efforts were made to prevent and avoid unethical behaviour, such as breaching non-disclosure agreements and disclosing private information. During the development phase, the researcher was aware of potential ethical issues and changed the study design, protocols, and procedures to make ethical procedures more uncomplicated. The clearly outlined obligations also specify the study's participants' proper and ethical behaviour in the intended research.

Consequently, the roles were defined using the process of informed consent. An overview of the study, risks and benefits to participants, their responsibilities and rights, and a researcher declaration were all included in the informed consent form. This information needs to be presented clearly and straightforwardly to allow participants to make informed decisions about their participation in the study. The researcher was always

open and honest with herself and others to keep the study's integrity. At any time or in any fashion, the lack of personal intentions was communicated. To correctly record the investigations, complete and exact notes were taken.

Additionally, the researcher's initials and the recording date were included in all notes. Moreover, printed documents were labelled with the date and location of their acquisition. Access to such materials was granted to relevant individuals following the planned research's full disclosure policy, which was followed. This procedure protected the researcher from any potential wrongdoing while reflecting suitable scientific methodology, enabling the study results to be reproduced in the future.

3.12.2 Plans to Address Ethical Concerns

The researcher prepared the following procedures to handle any potential ethical issues throughout the study. For the most part, the researcher ensures that participants' anonymity and privacy are protected by giving each participant a unique random number and a nickname before the actual face-to-face interviews. All participants' identities and contact information were secured and kept safely and locked away in a drawer in the home office. Only the researcher had access to the drawer.

Aside from that, the researcher used a broad picture of the phenomenon rather than a particular individual to prevent the idea that a specific individual was being picked out for investigation related to experiencing a leadership style. The researcher clarified the purpose of the study, the process, the risks, and the benefits. As a second part, she kept a professional and polite connection with every study participant, as was shown in the research of Ignacio and Taylor (2013), which was one of three aspects of ethical concern

that they identified. The researcher ensured that she did not have any supervisory or supervisee relationship with any subject. Furthermore, she ensured there were no power imbalances or conflicts of interest in the relationship between those study participants.

The researcher addressed the principle of the consent form in her research, which was the third ethical problem raised by Ignacio and Taylor (2013) in their study. Those interested in participating in the study were invited via email, and the researcher used the informed consent form to enlighten them about the research. Participants would have complete knowledge of the research's aim, scope, limitations, risks, and benefits before deciding whether to join the study. They would be able to make an appropriate decision about whether they wanted to participate in the research. The researcher informed the participant that they could withdraw from the study. They can withdraw themselves at any moment without fear of being punished or retaliated against in any way.

A password-protected electronic media storage device was used to keep all the interviews transcribed in a secure location. The original data, both electronic and paper, will be retained for two years in a secure place. The data will be disposed of after that period via a destroying procedure. After two years have passed, the researcher will trash any written papers relating to the study and destroy the USB drive.

3.13 Issues of Trustworthiness

The current study used a constructivist method to address the study's overall trustworthiness, which was carried out throughout the investigation (Guba & Lincoln 1994). This strategy focused on dealing with credibility difficulties and reliability, confirmability, transferability, and authenticity (Guba & Lincoln 1994). The most crucial purpose of the interview process was to ensure that participants were aware of the limits of the phenomenological experiences linked to the study and that their anonymity was safeguarded and maintained throughout the study.

During the data collection and analysis procedures, a strong focus was put on ensuring that participants believed trust had been built between them and the research team. According to Martin, Liao, and Campbell (2013) and Guillaume, Thomas, and Epitropaki (2016), building trust is critical for developing proper contact. The researcher examined each signed consent to verify that all questions about the study's participation were addressed. She also maintained a professional and polite relationship with the participants by remaining aware of the interviewing protocol, providing consent documents, and following up to assure the success of planned interviews.

Lincoln and Guba (1985) proposed a set of methods for establishing and maintaining the credibility of qualitative research. Other researchers supported them. Furthermore, qualitative research cannot be considered trustworthy unless it is based on reliable data. In the same way, qualitative research cannot be transferrable unless it is supported by reliable evidence.

3.13.1 Credibility

According to Polit and Beck (2012), credibility is related to the integrity of qualitative data, participant viewpoints, and the researcher's interpretation or portrayal of these perspectives. They also stated that when researchers discuss their personal experiences or check results with participants, their qualitative research credibility increases. When other individuals outside of the study can relate to the human experience, a qualitative study is trustworthy. To establish credibility, qualitative researchers should show involvement, several modes of observation, and audit trails, among other things (Cope 2014). As Cope said, the qualitative research process is more complicated than previously thought, and researchers should start moving their attention away from unimportant topics to those that matter.

Apart from that, progressive focusing is highly suited for qualitative research in international business, which requires complex variation and an accurate and consistent presentation of the research process (Sinkovics & Alfoldi 2012). To help qualitative researchers deal with the dual issues of complexity and trustworthiness, Sinkovics and Alfoldi advised adopting computer-assisted data analysis software (caQDas). Polit and Beck (2012) said that methods might be used to assist qualitative researchers in increasing their credibility and trustworthiness while using qualitative data. Many different data collection methods, including interviews, observation, notes, and journals during the study process, were mentioned by Polit and Beck.

Furthermore, according to Polit and Beck, reflexivity involves understanding the researcher's values, history, and prior experience with the subject of study. Polit and Beck argued that while employing oneself as a research instrument, researchers must take steps to reduce the possibility of bias. According to Polit and Back, keeping a reflective diary is an excellent way to reflect on the thoughts and emotions of the researcher and put the researcher's personal views and subjectivity into perspective. Credibility when doing analysis bracketing is an essential component of the process.

It attempts to prevent researcher bias from affecting the gathering or assessment of the participants' accounts of their experiences, which helps to maintain credibility. Bracketing requires the researcher to set aside their personal beliefs about the topic under investigation. It also requires how much they learned about the subject before and during the research. To accurately describe the participants' life experiences, the researcher used bracketing and reflexivity to constantly set aside first-hand knowledge, opinions, values, and experiences to provide an accurate account of their own life experiences (Chan et al. 2013).

As Cope (2014) recommended, member checking is another method for increasing credibility. According to Cope, the researcher should provide a synopsis of the themes that have developed through data gathering. Then, the researcher needs to analyse and solicit comments from individuals who have participated. Through this participant checking procedure, Cope claimed that the participants might verify whether the researcher correctly understood the contents of the participants' responses. Cope stated that readers might judge the study's trustworthiness and provide evidence to support the researcher's view.

3.13.2 Transferability

In contrast to the concept of external validity in quantitative research, the term "transferability" in qualitative research refers to conclusions that may be applied to many situations or groups of people (Houghton et al. 2013; Polit & Beck 2012). If the study's results are noteworthy to individuals who are not directly involved in the research activity, they meet these requirements (Cope 2014). A qualitative research study would have transferability, according to Cope (2014), if readers could connect the study's results to their own experiences. Cope (2014) argued that researchers should provide enough information for readers to determine whether the results of their study may be applied to other situations or contexts. Applicability is the most crucial component in qualitative research linked to transferability.

When attempting to demonstrate transferability, Lincoln and Guba (1985) recommend that a thorough explanation of every element of the qualitative study be used as one of the methods. In their argument, Lincoln and Guba (1985) said that meticulously defining phenomena may aid in determining whether the results of a study are transferrable to other periods, places, circumstances, and individuals. Techniques for determining transferability were developed, including detailed and systematic descriptions of the specimen, the setting, and the study's conclusions so that readers may determine whether the research results can be applied to a different setting with other participants (Hanson et al. 2011).

The readers will have to determine whether the results of this study are transferable in this case. Due to the study's modest size, the researcher selected and recruited just a sample of ten people. Nonetheless, the researcher feels that the conceptual themes established by this qualitative study will drive future quantitative studies with far larger samples of people. In this qualitative phenomenological study, the participants were asked to conduct face-to-face interviews with the researcher to discover emerging themes from their responses. They could represent how study participants at this specialised hospital evaluated successful leadership styles based on their personal hospital experiences. However, future quantitative studies that use a much larger sample of study participants may uncover such tendencies. Likely, looking at future quantitative research through the lens of larger samples will help validate the results.

3.13.3 Dependability

The consistency of the data under comparable circumstances is referred to as dependability (Polit & Beck 2012). Pilot and Beck suggested that uniformity could be achieved if a second researcher agreed with the decision made at each step of the study procedure. According to Cope (2014), qualitative research must be repeated with comparable participants and in the same setting at least twice to be reliable. Similarly, Lincoln and Guba (1985) said that qualitative dependability refers to the fact that the study results are persistent and can be verified by other researchers. In quantitative research, the concept of reliability is analogous to qualitative dependability.

Lincoln and Guba (1985) suggested that the use of inquiry audit may be used to build dependability. External audits are conducted by researcher who are not engaged in the investigation and are responsible for examining the research method and results. The aim is to assess the overall correctness of the study. Then, the aim is to determine whether the results, analyses, and conclusions are based on or supported by the data collected during the investigation. The ability of the independent auditor to encourage correctness in research is a significant strength. An outside researcher will also dispute the study method and results. However, one disadvantage is that an external auditor may disagree with the researcher's results, making it challenging to determine which interpretation should be used after the research project.

Furthermore, one disadvantage of external auditing is that the auditing process may result in confusion rather than confirmation since the external auditor may not be as familiar with the data as the original researcher, who is committed to the study and actively involved in it. Furthermore, it is possible that the external auditor does not have the same standpoint as the original researcher. The researcher includes a specific technique for ensuring that a structured approach was followed while collecting and analysing data. The researcher utilised the organisational chart to choose and recruit ten participants for the study from various departments (clinical and non-clinical) based on their positions on the chart. During the interviews, the researcher was meticulous in her notetaking.

According to Reilly (2013), qualitative researchers can use member checking to ensure credibility by allowing informants to correct errors, dispute interpretations, and review study outcomes after the research activity is completed. After the first interviews, the researcher followed up with the participants and conducted member checks to ensure

that everything went smoothly. She presented the analysis to the participants and solicited their comments to see whether she had adequately captured the significance of their responses to the questionnaires. The researcher confirmed that her interpretation of the responses accurately represented the participants' intention via member checking.

Another approach to establishing dependability is to be clear about biases. This may be accomplished by being aware of the bias and attentive to its presence. Using the example of qualitative research as his case, Maxwell (2013) claimed two types of validity challenges. One of the dangers is the influence of researchers' biases. Maxwell referred to researcher bias as the researcher's subjectivity in their study. According to Maxwell, researcher bias should be recognised by qualitative researchers at the onset of their studies. A qualitative researcher should be concerned with understanding how a specific researcher's beliefs may have affected the result of the study, among other things.

The second potential danger to authenticity is the reaction. Maxwell defined reactivity as the researcher's effect on the environment or the study that is being investigated. To minimise bias and reactivity, the researcher made herself aware of their presence and attempted to be as impartial as possible throughout the data collection and analysis with the ten study participants. After finishing the face-to-face interviews, the researcher reviewed the written notes made from the interview comments with the ten participants. Next, the researcher began manually coding the data by making sense of it, classifying it, and assigning meaning or themes to each group. The researcher was aware of her own biases and emotions throughout the study.

The researcher made every effort to find themes from the data to avoid interjecting her ideas and values into the research study. The researcher attempted to follow the same research technique for data collection, analysis, interpretation, and reporting, boosting the qualitative study's dependability and trustworthiness.

3.14   Conclusion

The planned study's objective is to investigate how employees perceive different leadership styles and how these views affect employees' performance. According to the research design, the study's methodological objective is to investigate the leadership styles at Premier Specialist Hospital in Kuala Lumpur, Malaysia, and determine if they were successful or unsuccessful in affecting employees' efficiency. This chapter discussed the different methodologies and strategies used in the dissertation, such as study design, sampling, data collection methods, data analysis, and any other processes used throughout the research process.

The connection between the selected leadership styles and how they affect employees' work performance was investigated using a qualitative phenomenological research approach for this research project. Purposive sampling was suggested to choose participants for this research, and it was ultimately accepted. The workers were chosen based on their status as present hospital employees. Interviews were used to gather much of the primary data for the research. Before conducting interviews, all participants were asked to provide written informed permission, which was acquired from all of them. Chapter 4 presents the analysis and results of this research.

CHAPTER FOUR
ANALYSIS AND RESULT

4.1   Introduction

A qualitative phenomenology research study was conducted to investigate and evaluate employees' perspective of the leadership styles that impact their performance at their current workplace. In particular, the researcher sought to uncover emergent themes and categories that define employee views in order to identify employee perceptions via data analysis. To analyse phenomenological data acquired throughout the research process, researcher used themes and viewpoint features backed by comments and observations from study participants. The participants' remarks are given in this chapter to show their perspectives on the leadership styles that influenced their performance. According to Moustakas (1994), qualitative research is manifested through data interpretation, which is performed using a bracketing approach to establish claims about a participant's experience with the research project.

Therefore, this chapter begins with the demographic profiles of the participants and the data analysis. Then, this chapter presents the qualitative results according to the three research questions of the study. Besides, this chapter also focuses on the evidence of trustworthiness and discrepant cases. The discussion of the emergent themes ends this chapter.

4.2   Demographic Profiles of the Participants

Following approval from the organisation's CEO, as shown in Appendix C, Premier Specialist Hospital was the prime source for recruiting participants. The hospital has been in the Malaysian healthcare sector for 37 years, offering a wide range of services and specialities. Participants in this study were ten individuals who volunteered their time and efforts. A participant's identity and confidentiality were protected by assigning each participant an alphanumeric code: P (for the participant), followed by a number (1–10) corresponding to the participant numbering sequence in which interviews took place. Additionally, each participant has been given a nickname to make it easier for the researcher to refer to and identify them.

Table 1 summarises the demographic profiles of the participants. The majority of the participants are working less than 10 years and only three of them are working for more than 10 years. Each participant had a different degree of education and brought a different viewpoint to the conversation on specialised hospital management to the table. Half of the participants are bachelor's degree holders; meanwhile, two are diploma holders. The other three participants are PhD holder, Master holder and MBBS holder.

Table 1: Demographic Profiles of the Participants

No.	Participant	Gender	Experience	Education	Age
1	P01-Salmah	Female	2 - 10 Years	Phd/Dba	41 - 50
2	P02-Husin	Male	2 - 10 Years	Degree	30 - 40
3	P03-Karena	Female	2 - 10 Years	Degree	41 - 50
4	P04- Hashim	Male	2 - 10 Years	Diploma	> 50
5	P05- Shuib	Male	2 - 10 Years	Master	41 - 50
6	P06- Imelda	Female	2 - 10 Years	Degree	30 - 40
7	P07- Yusri	Male	> 20 Years	Degree	> 50
8	P08- Romzi	Male	11 - 20 Years	MBBS	> 50
9	P09- Aminah	Female	> 20 Years	Diploma	> 50
10	P10- Azhan	Male	2 - 10 Years	Degree	41 - 50

4.3   Data Analysis

This study used NVivo 12 in conducting qualitative data analysis. According to Trotter (2012), the rationale is to organise data by categorising trends and identifying themes that can be used to answer research questions. NVivo 12 codes the text or other components of the information, organises the data and shows the codes (Bergin 2011). The information provided by the participants in this study was extensive and helpful in answering the research question.

To establish descriptive patterns and themes, the first phase of the coding method for this research study is open coding, or first pass line-by-line coding of the data to be used in conjunction with the data analysis. This step included "in vivo" coding for the different leadership styles, selecting particular words and phrases from the content to name them. This research study's second phase is described as "axial coding," which looks for patterns and develops patterns and themes related to the leadership traits and behaviours mentioned in the first phase. The researcher begins combining, grouping, retitling, and ultimately deleting categories in this stage. The third step is selective (or substantive) coding. It is the most in-depth degree of analysis, as shown in Table 2.

Table 2: Leadership styles based on the previous CEO in Premier Specialist Hospital and the Desired CEO Leadership

Node	Recoded
Mr A	Autocratic
Mr O	Transformational
Mr F	Charismatic
Mr H	Laissez-faire
Desired CEO Leadership	Transformational

The researcher's mission was to analyse and synthesise the meaning of the data to determine employees' view of leadership styles that impact employee performance. The coded material was evaluated; new categories were established; and further merging, grouping, and deletion may be required. There were three stages in the data analysis process, and they were cyclical and repeated until redundancy developed. The coding used in this research combines all of the factors mentioned above. The codes serve as meaning descriptors for the descriptive information gathered throughout the research (Wagner et al. 2010).

With data consolidation and conclusion formulation, this coding method is utilised to interpret results. The reading, comparing, assessing, and interpreting of the reports are the final steps in this process. The advantage of coding in this study is that it allows us to categorise each theme expressed by participants and illuminate their opinions on each issue (Miles et al. 2014). The open coding phase of the coding process was employed during the first phase to promote the inductive flow of data from coded units to broader representations of categories and themes. Each word or phrase in the data collection was given a code or

label using the open coding method (Wagner et al. 2010).

The second phase was all about axial coding. Inductive analysis was used to make links and correlations between the created concepts, categories, or themes and the original concepts, categories, or themes, and axial coding was used to identify ideas, categories, or themes in the data (Wagner et al. 2010). The third step was selective or substantial coding, the most in-depth degree of analysis. In this significant step, the researcher ascertained and synthesised meaning from the data collected. Tables 3–11 provide the complete node listing and the recoded and reference frequency information. A node listing for coded reports: There are five coding reports with 77 subcategories.

Table 3: Q4. What do you like or admire (2 Subcategories)

Node	Code	Ref
Things you like/ admire (Sub 1)	Able to chart direction	6
	Change Agent	8
	Strategic Thinker	12
	Transformative	17
	Caring & Friendly	10
	Impartial	10
	Effective Communication	12
	Management & People Skill	14
Impact on your performance (Sub 2)	Duties & Assignments	14
	Motivation or Morale	20
	Dedication to Work/ Organisation	20

Table 4: Q6. What others like or admire (2 Subcategories)

Node	Code	Ref
Things you like/ admire (Sub 1)	Transformative Leader	18
	Appreciates Staff	19
	Provides Solution	13
	Practice Good Culture	9
	Impartial/ Fair	12
	Inspirational	15
	Committed	8
	Motivational	11
	Long Tenure	6
Impact on your performance (Sub 2)	Duties and Assignments	15
	Motivation or Morale	21
	Dedication to Work/ Organisation	18

Table 5: Q8. What do you dislike (2 Subcategories)

Node	Code	Ref
Things you dislike (Sub 1)	Incompetent	11
	Negative attitude	9
	Indecisive	8
	Irresponsible	13
	No social skill	15
	Self-Centered	12
	Favouritism	16
	No guidance and direction	13
	Poor communication	14
	Insensitive	8
	Tenure too short	7
Impact on your performance (Sub 2)	Duties and Assignments	13
	Motivation or Morale	18
	Dedication to Work/ Organisation	11

Table 6: Q10. What do others dislike (2 Subcategories)

Node	Code	Ref
Things you dislike (Sub 1)	No direction	9
	Unfair management	13
	Lack of interaction	12
	Unfriendly/ Uncaring	14
	Autocratic way	5
	Favouritism	12
	Negative attitude	10
	Unappreciative	11
	Laissez-faire	15
	Poor communication	13
	Poor management & people skills	17
Impact on your performance (Sub 2)	Duties and Assignments	18
	Motivation or Morale	16
	Dedication to Work/ Organisation	20

Table 7: Q12. What changes can CEO do to improve work performance?

Node	Code	Ref
Improve performance	Game changer	8
	Transformative	15
	Strategic thinker	12
	Communicates regularly	9
	Clear direction	9
	Strong employer-employee relationship	10
	Outstanding knowledge	11
	Problem solving	16
	Social skill/ friendly	15
	Competitive	12
	Responsible	13
	Charismatic	

Table 8: Q13. What difference would these changes make?

Node	Code	Ref
Why it made a different	New spirit	8
	Increase motivation	13
	Clear direction	10
	Excellent leadership	9
	Sense of belonging	10
	Positive emotions	8
	Conducive workplace	12
	Increase productivity	18
	Effective management	15
	Growth expansion	12
	Promotes teamwork	13
	Change/ Transform	20

Table 9: Q14. Most effective ways of CEO leadership style in hospitals

Node	Code	Ref
Most effective	Knowledgeable	10
leadership style	Accurate/ well informed decision	8
	Values employee	12
	Strategic thinker	18
	Responsible	13
	Dedicated	9
	Good personality/ traits	10
	Transformative	20
	Human touch	16
	Strong & resilient	10
	New technologies	10
	Continuous improvement	11

Table 10: Q15. Why do you feel the approaches would be most effective?

Node	Code	Ref
Why most	New dimension	8
effective	Positive change	13
	Goal achievement	12
	Strong leadership	16
	Clear mission & vision	9
	Teamwork culture	9
	Excellent hospital performance	15
	Competitive edge	14
	Sense of brotherhood	15
	Employee retention	11

4.4   Research Question 1

This section presents the results of the study that answers research question 1. As listed in the introductory chapter, research question 1 of this study is: What characteristics of best leadership practises significantly enhance employees' performance in Premier Specialist Hospital, Malaysia? Table 11 recapitulates this research question and its sub-questions. Then, the following sub-sections present the results that answer these sub-questions.

Table 11: Research Question 1 and Sub-questions

No	Research Question	No	Sub-questions
1	What characteristics of the best leadership practices significantly enhance employees' performance in Premier Specialist Hospital, Malaysia?	i	How would you define your CEO leadership styles in your present or previous jobs at this hospital in general?
		ii	What do you admire / like any parts of the CEO leadership styles in their present or previous positions?
		iii	What criteria of the CEO's current or previous leadership styles do you believe others in the organisation liked/admired?
		iv	Do you have any special dislikes about the CEO leadership styles in those present or previous positions?
		v	What parts of the CEO's current or previous leadership styles do you believe people in the organisation disliked the most?
		vi	Do you believe each of these factors impacted work performance in terms of: a) Performing their duties and assignments? b) Their motivation or morale? c) Their dedication towards their work and/or the hospital?

4.4.1 How Would You Define Your CEO Leadership Styles in Your Present or Previous Jobs at this Hospital in General?

In answering this question, the participants recognised transformative, charismatic, laissez-faire, and autocratic leadership styles as the most frequently reported leadership styles. Tables 12, 13, 14, 15, and 16 summarise these leadership styles.

Table 12: Leadership Styles Reported in Participants' Responses

Leadership Style	Positive Influence
Transformational	50%
Charismatic	40%
Laissez-faire	5%
Autocratic	5%

Table 13: CEO 1 (Mr A) - Autocratic

Mr A	Autocratic
Characteristic described by participants	<u>\<Files\\Interview\\P04- Hashim EngV\></u> - § 1 reference coded [2.31% Coverage] Reference 1 - 2.31% Coverage *Mr A was a firm and steadfast person. If he says black, it is black, and if he says white, it is white. He is a person who does not talk much. Speak when necessary, such as if there are any announcements or when giving instructions.* <u>\<Files\\Interview\\P06- Imelda EngV\></u> - § 1 reference coded [2.77% Coverage] Reference 1 - 2.77% Coverage *Late Mr A, as far as I remember, is a firm and a bit fierce. Many staff are afraid of being called by him. Quite an autocratic way of management. Everyone has to listen to him. There are also some good in it because the staff would listen and discipline better.* <u>\<Files\\Interview\\P07- Yusri EngV\></u> - § 1 reference coded [2.93% Coverage] Reference 1 - 2.93% Coverage *The late Mr A is known for his firmness. Some say he is fierce and strict. So during his time, all instructions will be followed made according to his way. He will listen to new ideas, but the final decision is from him. It's a bit stressful at that time, but we just follow what he wants. He's the boss anyway.* <u>\<Files\\Interview\\P08- Romzi EngV\></u> - § 1 reference coded [3.72% Coverage] Reference 1 - 3.72% Coverage *Mr A was the CEO at that time, years ago, was quite firm and fierce. He was in his 50s at the time. Many staff and anyone who*

works closely with him must follow what he told.

<u><Files\\Interview\\P09- Aminah EngV></u> - § 1 reference coded [1.69% Coverage]

Reference 1 - 1.69% Coverage

Mr A was a firm person, and his way was like old school management. He works according to the book and is strict on staff policies and discipline.

<u><Files\\Interview\\P10- Azhan EngV></u> - § 1 reference coded [3.45% Coverage]

Reference 1 - 3.45% Coverage

Mr A was the CEO. As far as I remember, late Mr A is a structured person. It is also quite strict in terms of work and discipline. I was not mistaken. He was an ex-army before. So the way he is more or less like an army. We all just follow what he says and what he wants. If we opposed, we were afraid. He will be angry.

Table 14: CEO 2 (Mr O) - Transformational

Mr O	Transformational
Characteristic described by participants	<Files\\Interview\\P02-Husin EngV> - § 1 reference coded [2.34% Coverage]

Reference 1 - 2.34% Coverage

The second CEO is experienced in managing hospital operations. So when he was on board, there were many transformation plans to be carried out but unfortunately his contract was not extended by the board of directors for some reason.

<Files\\Interview\\P03-Karena EngV> - § 1 reference coded [1.51% Coverage]

Reference 1 - 1.51% Coverage

CEO at that time was from another hospital. So he knows quite a bit about hospital management. He was still young and eager to make changes in the hospital.

<Files\\Interview\\P04- Hashim EngV> - § 1 reference coded [4.54% Coverage]

Reference 1 - 4.54% Coverage

Mr O is quite experienced in hospital management. Maybe he has a long working experience background in the hospital, so he looks very knowledgeable. During his time, he made many changes, such as processes to improve the flow of hospital operations. Also various hospital transformation proposals during his time of management. But he worked at this hospital for about two years only. Therefore there are also transformation proposals that cannot be realized.

<Files\\Interview\\P05- Shuib EngV> - § 1 reference coded [2.97% Coverage]

Reference 1 - 2.97% Coverage

For me, Mr O has a good administrative style. He has suggested several initiatives to improve in terms of hospital operations. This is because he is experienced in terms of hospital management and before this he has also has worked for several years as an operating officer in another hospital.

<Files\\Interview\\P06- Imelda EngV> - § 1 reference coded [2.97% Coverage]

Reference 1 - 2.97% Coverage

Mr O is a visionary and far-sighted person. He has made some hospital changes in terms of services and strengthened the operational flow. He is quite knowledgeable about hospital management from his experience. I feel a bit excited, too, when there are changes he brings.

<Files\\Interview\\P07- Yusri EngV> - § 1 reference coded [2.72% Coverage]

Reference 1 - 2.72% Coverage

Mr O is quite young, so he is quite enthusiastic to make changes in this hospital. He also has experience in hospital management. Many changes have been made in terms of processes and operations. I am happy to work with him because I can invite him to discuss and make decisions together.

<Files\\Interview\\P08- Romzi EngV> - § 1 reference coded [3.22% Coverage]

Reference 1 - 3.22% Coverage

Mr O, what I can say, he is a transformative person. There were many proposals and his efforts to change this hospital for the better. Half of the proposal can be materialized, but there are some of his proposals were met halfway as his tenure as a CEO is just about two years.

<u>\<Files\\Interview\\P09- Aminah EngV\></u> - § 1 reference coded
[5.98% Coverage]

Reference 1 - 5.98% Coverage

Mr O, on the other hand, was the CEO before Mr F; he is a man who has many plans for the improvement of this hospital. There are some changes in terms of operations, such as the addition of Specialist Dr and operating processes that have been changed to be smoother and more effective. He also collaborates extensively with managers in most of his projects and plans. Plus point for Mr O is because he is experienced in hospital management. So he is able to strategically plan on how this hospital can be improved in stages.

<u>\<Files\\Interview\\P10- Azhan EngV\></u> - § 1 reference coded
[3.35% Coverage]

Reference 1 - 3.35% Coverage

Mr O is, for me, a strategic person and many plans for the improvement of this hospital were proposed during his time as CEO. He also made many changes in terms of a more organized operating process. I think if he had been here for a long time, he would make a lot of changes in this so that we can be as competitive.

Table 15: CEO 3 (Mr F) - Charismatic

Mr F	Charismatic
Characteristic described by participants	<Files\\Interview\\P01-Salmah EngV> - § 1 reference coded [2.94% Coverage] Reference 1 - 2.94% Coverage *The first CEO was when I started working until the beginning of 2019. The CEO named Mr F is a friendly, chatty and likes mixed around with staffs. Always move around the hospital, say hello, get to know the staff, and ask about their problems. A person who has charisma and is loved by many people.* <Files\\Interview\\P02-Husin EngV> - § 2 references coded [3.74% Coverage] Reference 1 - 0.27% Coverage *some are good and friendly* Reference 2 - 3.47% Coverage *If the CEO is good and friendly with the staff, I really like him because he can be invited into discussion and he really listens to the problems I face. I think at the time of this CEO's management, the head of the department was well taken care of by him. So, I am very motivated in my work because I get the support and guidance I need.* <Files\\Interview\\P03-Karena EngV> - § 1 reference coded [1.35% Coverage] Reference 1 - 1.35% Coverage *New CEO came in who does not have a hospital background. However, he is liked by many because of his friendliness attitude and care for staff.*

<u>\<Files\\Interview\\P04- Hashim EngV\></u> - § 1 reference coded
[5.53% Coverage]

Reference 1 - 5.53% Coverage

The way Mr F behaves is liked by many probably because he is a friendly and diligent person who greets the staff. Many staff matters are taken into consideration. But for me, he practices favouritism, i.e. certain people are taken care of and rewarded. Not all. Only people closed to him.

The others he just diligently greeted and checked on them. Maybe that's why the staff likes him. In terms of hospital operations, he has no experience. He relies heavily on the suggestions of those close to him. There are also those who take advantage of self-interest.

<u>\<Files\\Interview\\P05- Shuib EngV\></u> - § 1 reference coded
[3.29% Coverage]

Reference 1 - 3.29% Coverage

CEO Mr F is also a good CEO. His strengths are in terms of communication with staff at various levels. He has a human touch that is loved by many staff. Although he has no experience in hospital management, he works closely with managers from various departments and asks for views and suggestions before making any decisions.

<u>\<Files\\Interview\\P06- Imelda EngV\></u> - § 1 reference coded
[1.84% Coverage]

Reference 1 - 1.84% Coverage

I quite like Mr F because he is friendly and easy to get along with everyone. No matter what the staff position. Many staff like him. He has an interesting personality.

<u><Files\\Interview\\P07- Yusri EngV></u> - § 1 reference coded [5.73% Coverage]

Reference 1 - 5.73% Coverage

Mr. F, although loved by many people because of his friendliness for me, in the management of the hospital, Mr F has no knowledge. His strength is only in terms of communication with various levels, and he may be able to touch people's hearts. But for me, for the welfare of the hospital, a person who is knowledgeable and has strategic thinking should be the CEO. I do not deny that Mr F is a person who cares about the staff, but he has an element of favouritism that I think should not be practised by any CEO. Injustice during his government is not right. However, many like him because he is charismatic.

<u><Files\\Interview\\P08- Romzi EngV></u> - § 1 reference coded [5.32% Coverage]

Reference 1 - 5.32% Coverage

Mr F is liked by many because of his friendly and approachable personality. He introduced many activities that can strengthen brotherhood amongst staff, such as teambuilding activities, sports and also some CSR projects where every staff can take part. Many staff knows Mr F because he always takes time to visit and greet the staff while they are working.

He is also closed to some managers who are always seen with him in the activities that have been carried out.

<u><Files\\Interview\\P09- Aminah EngV></u> - § 1 reference coded [3.56% Coverage]

Reference 1 - 3.56% Coverage

Mr F there were much staff who liked the way he was. Moreover, he is friendlier and likes to mix around. Mr F in his management he involved a lot of managers and discussed together strategic plans and so on. The manager also feels important when they are being involved in the activities he carries out.

135

Reference 1 - 5.10% Coverage

Mr F is a person who likes to socialize with every group of people. Both staff and managers. He holds many activities that can strengthen the relationship between management and staff. So many staff knew him and loved him. He is also diligent in visiting the department and staff in it. His approach is indeed a warm personality. To me, that's an advantage of him. But he is not as experienced in hospital management as Mr O. So, Mr O's plan only stopped halfway when Mr F came.

Reference 2 - 2.07% Coverage

Mr F also has a favourite group of employees and managers. He prioritizes requests from this group who are close to him. I see this practice as unhealthy and incorrect, even though many likes it.

Table 16: CEO 4 (Mr H) - Laissez Faire

Mr H	Laissez-Faire
Characteristic described by participants	<Files\\Interview\\P01-Salmah EngV> - § 1 reference coded [5.09% Coverage] Reference 1 - 5.09% Coverage *The current CEO Mr H, is also a good CEO but has a slightly different personality to Mr F. Less friendly and more sitting in the room. But he also brought many changes, such as IT system changes and more presentable hospital renovations. More assertive and try to solve problems or backlogs in his own way. Less liked due to the lack of 'people person' element and making changes that are less comfortable for many staff. However, the changes he brought are for good in terms of hospital regulation and management.* <Files\\Interview\\P02-Husin EngV> - § 1 reference coded [0.64% Coverage] Reference 1 - 0.64% Coverage *Some even kind of don't seem to care about hospital operations.* <Files\\Interview\\P03-Karena EngV> - § 1 reference coded [3.77% Coverage] Reference 1 - 3.77% Coverage *The current CEO is inexperienced in the hospital as well. He is not so friendly with staff and if anything he will talk to the head of the Department only. I have rarely seen him making rounds around this hospital. Most of the time, he is in his room. The changes he made were a lot about the company's finances, for example, in restricting unnecessary expenses and expenses for hospital improvements.*

Reference 1 - 5.52% Coverage

Mr H, on the other hand, is with an accountant background and has no experience in managing the hospital. Since his arrival, many changes in terms of expenses have been reorganized by him. Some likes and some dislikes this change. He also arranges expenses to maintain the hospital in terms of infrastructure and IT systems. He is also working to transform this hospital for the better. But he is not that people person. However, he does accept staff from various categories if they want to meet him to talk about problems. I prefer the way he treats everyone equally.

Reference 1 - 5.43% Coverage

The new CEO, who is current, named Mr H, was from a finance background. Never had experience managing a hospital. For me, he has less talent as CEO and less interaction with staff. He only interacts with staff or managers with whom he feels comfortable with. Many benefits such as incentives and allowances that he has deducted for reasons of cost cutting and unnecessary. He lacks concern of staff needs and mainly acts according to what he thinks is right without having to discuss further. To me, he is not suitable as the CEO of this hospital.

Reference 1 - 4.27% Coverage

Mr H, has a very different attitude compared to Mr F. If Mr F really cares about his staff, he is quite the opposite. He rarely comes down and make rounds or take note of hospital operations. Plus, he has no experience in hospital management. What he did was to have strict control over the company's

expenses. Not people-oriented. Many dislike him and hope his contract is not extended.

<u>\<Files\\Interview\\P07- Yusri EngV></u> - § 1 reference coded [10.71% Coverage]

Reference 1 - 10.71% Coverage

Mr H, has a background in Finance and he has his own accountancy company. For me, Mr H is a good person and able to lead. His only setback is that he has no experience in hospital management.

There are many things he needs to learn before he can properly take good care of the hospital management and make the right decisions. The difference between the current CEO and Mr F is that he is not a charismatic person and does not always socialize with staff. On the other hand, any staff who came to see him with any complaints, he would try to solve it as best he could. Maybe people do not like him because he does not practice favouritism. All are treated the same. Maybe those people who was Mr F's favourite before could not accept this fact. So they do not like him. For me, Mr H is able to control unnecessary expenses and try to avoid wastage with the accounting knowledge he has. But misinterpreted as stingy and cut the benefits of staff because he wants to save. He also contributes to the improvement of hospital infrastructure and cosmetics of the hospital as the hospital building is already old; It's been over 15 years.

<u>\<Files\\Interview\\P08- Romzi EngV></u> - § 1 reference coded [4.82% Coverage]

Reference 1 - 4.82% Coverage

Mr H is a less friendly person probably because he has an introverted personality. Not arrogant or unwilling to socialize. If anyone wants to meet him for a discussion or whatever, he is ok. Perhaps his personality is different from Mr F. Since his arrival, the company's account has been revamped and restructured. There were also improvements and renovations made to improve the structure and appearance of the hospital.

<u><Files\\Interview\\P09- Aminah EngV></u> - § 1 reference coded [5.52% Coverage]

Reference 1 - 5.52% Coverage

To me, he is a good CEO. Just like with other previous CEOs, they were all a good leader. Only their way of managing is different in terms of hospital management, like the current CEO, is a bit firm. He is good at taking care of the company's finances so that they do not spend arbitrarily. There were some changes that he made. There is a renovation at the hospital lobby to make it look more alive and presentable. Other activities I think a lot cannot be done because of the covid19 pandemic.

<u><Files\\Interview\\P10- Azhan EngV></u> - § 1 reference coded [8.89% Coverage]

Reference 1 - 8.89% Coverage

Mr H is not an as friendly and sociable person like Mr F. So many people do not like him who are not good at people skills. At the same time, Mr H also has no experience in hospital management. Maybe that's why he doesn't talk much and rather spends a lot of time in his room. He relies on input from managers and senior staff to make any decisions. Sometimes he was seen as avoiding making decisions may be due to a lack of knowledge. He also made some changes and renovations to beautify the hospital lobby. Others he controls a lot of the company's debt and expenses. He has an accountant background, so he is knowledgeable about accounts. For me it is a good thing because this hospital doesn't have firm finance. Maybe his less friendly attitude causes people to dislike him. For me, it is better because he treats all staff equally.

4.4.2 What Do You Admire / Like Any Parts of the CEO Leadership Styles in Their Present or Previous Positions?

4.4.2.1 You Admire/ Like

This data analysis revealed two types of employee views that were constant across all participants in the second interview question. Question 2 has theme answers linked to the phrase "you admire". The answers were consistent with the qualities of a transformative and charismatic leader. The participants centred their views on motivation and morale, suggesting that this characteristic would impact work performance. Transformational leadership involves the leader working with workers to identify the necessary change, developing a vision to drive the change via inspiration, and implementing the change in collaboration with dedicated group members.

The participants also highlighted the importance of human factors contributing to employee motivation and morale. None of the participants described a situation that corresponded to either an authoritarian or a laissez-faire approach to leadership. The following Figure 3 presents the frequency of references received from the participants during the interview.

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┌─────────────────────────────┐                    ┌─────────────────────────────┐
│                             │         ┌──────────│    Able to chart direction  │
│                             │         │          └─────────────────────────────┘
│                             │         │
│                             │         │          ┌─────────────────────────────┐
│                             │         ├──────────│        Change agent         │
│                             │         │          └─────────────────────────────┘
│                             │         │
│                             │         │          ┌─────────────────────────────┐
│                             │         ├──────────│      Strategic thinker      │
│  ┌──────────────────────┐   │         │          └─────────────────────────────┘
│  │ Styles you admire/   │───┼─────────┤
│  │       like           │   │         │          ┌─────────────────────────────┐
│  └──────────────────────┘   │         ├──────────│       Transformative        │
│                             │         │          └─────────────────────────────┘
│                             │         │
│                             │         │          ┌─────────────────────────────┐
│                             │         ├──────────│      Caring & friendly      │
│                             │         │          └─────────────────────────────┘
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│                             │         │          ┌─────────────────────────────┐
│                             │         ├──────────│   Effective communication   │
│                             │         │          └─────────────────────────────┘
│                             │         │
│                             │         │          ┌─────────────────────────────┐
│                             │         └──────────│  Management & people skill  │
└─────────────────────────────┘                    └─────────────────────────────┘
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Figure 3: Styles You Admire/ Like

P04 stated (Motivation and Morale):

> *To me, if the CEO has full knowledge of hospital management and how to make this hospital competitive and subsequently develop it. This will make staff more enthusiastic in doing their jobs and more motivated because everyone work towards a clear goal, and with the growth of this hospital, more job opportunities can be created, services can be expanded and can attract more patients to get services in this hospital.*

P03 reported (Direction):

> *With previous CEOs such as Mr O F, I feel a bit energized because Mr O was from the hospital background, so he understands the hospital operating principle and most of the time, he understands the problems I face and provides solutions.*

P07 Supported:

> *What I admire are those who have strategic thinking that is able to bring the effect of change or transformation of the hospital into a hospital that is better in providing services to patients and also a positive culture among staff. I saw that element during the reigns of Mr O.*

P01 stated (Caring & Friendly):

> *Mr F at the time of becoming a CEO used to be very concerned about workers. Always go down to make rounds in the morning to ensure operation and take the opportunity to meet staff. The staff feels more appreciated. He is charismatic and views as easy person to approach.*

P03 supported:

> *Mr F is a charismatic person and kind to all employees. Although he is not experienced in hospital operations, he is a person who is concerned about staff problems and understands their burden.*

> *I kind of like being under his leadership and my spirit was strengthened for better work results.*

P05 summarized (Communication):

> *I was very passionate about working when CEO was Mr O. He can be brought in to discuss, and he is knowledgeable in managing the hospital. He was able to see suggestions for improvement positively because he understood the concept of hospital management. The staff, especially managers, are happy to work with him.*

> *He is a strategic person. He can think of and implement initiatives for hospital improvement. He did lots of talking and communicating as a leader.*

4.4.2.2 Others Admire/ Like

Question 3 is comprised of theme answers that are linked to the concept of "others admire." The answers were consistent with the qualities of a transformative leader, followed by the characteristics of a charismatic leader, respectively. The participants set their sights on motivation and morale, suggesting that they believed these characteristics would impact their job performance. Participants also focus on being people with a human touch, providing genuine assistance, solution and direction as a characteristic that others appreciate. They may have an impact on their work success. None of the participants described a situation that corresponded to either an autocratic or a laissez-faire leadership

style. The following Figure 4 presents the frequency of references received from the participants during the interview.
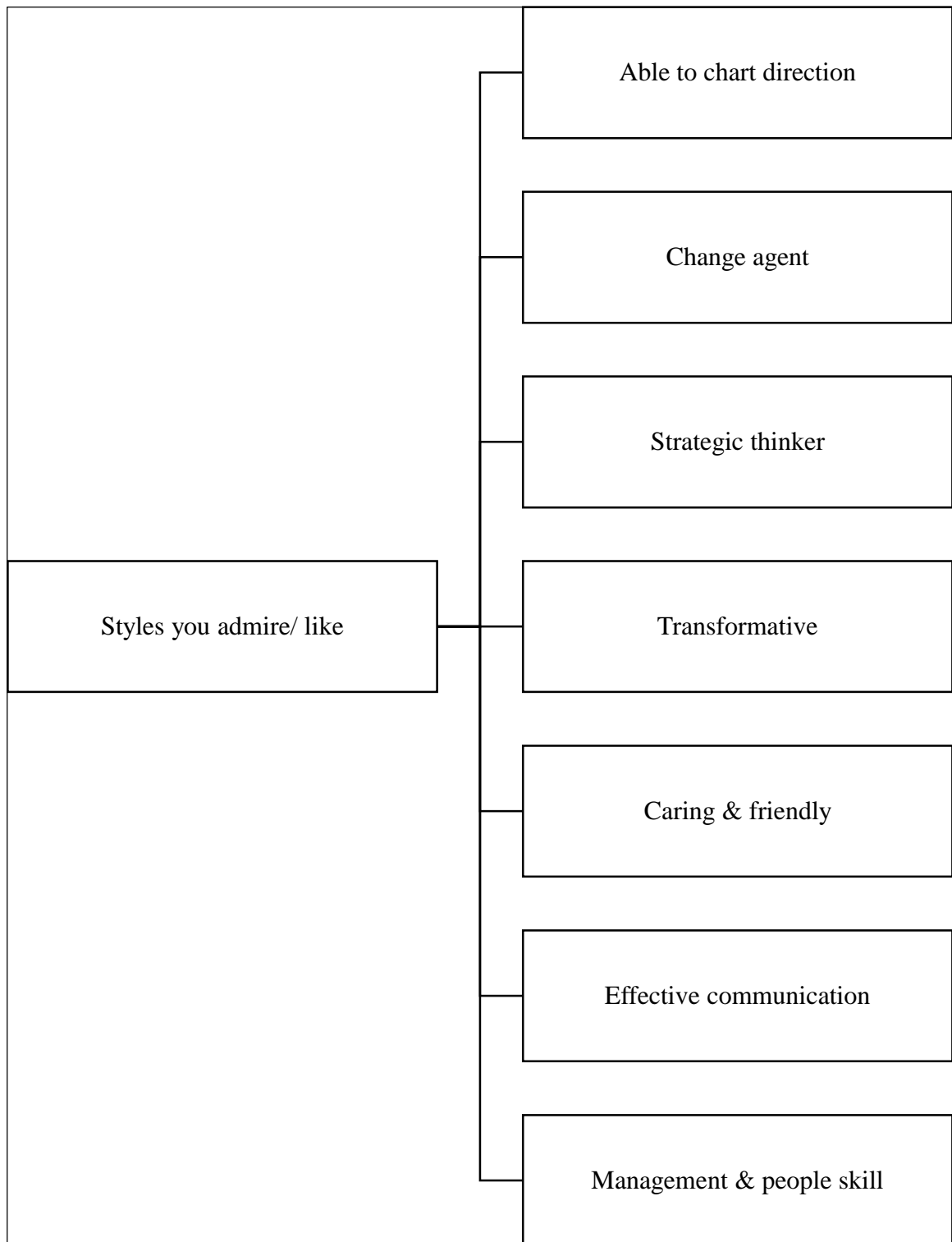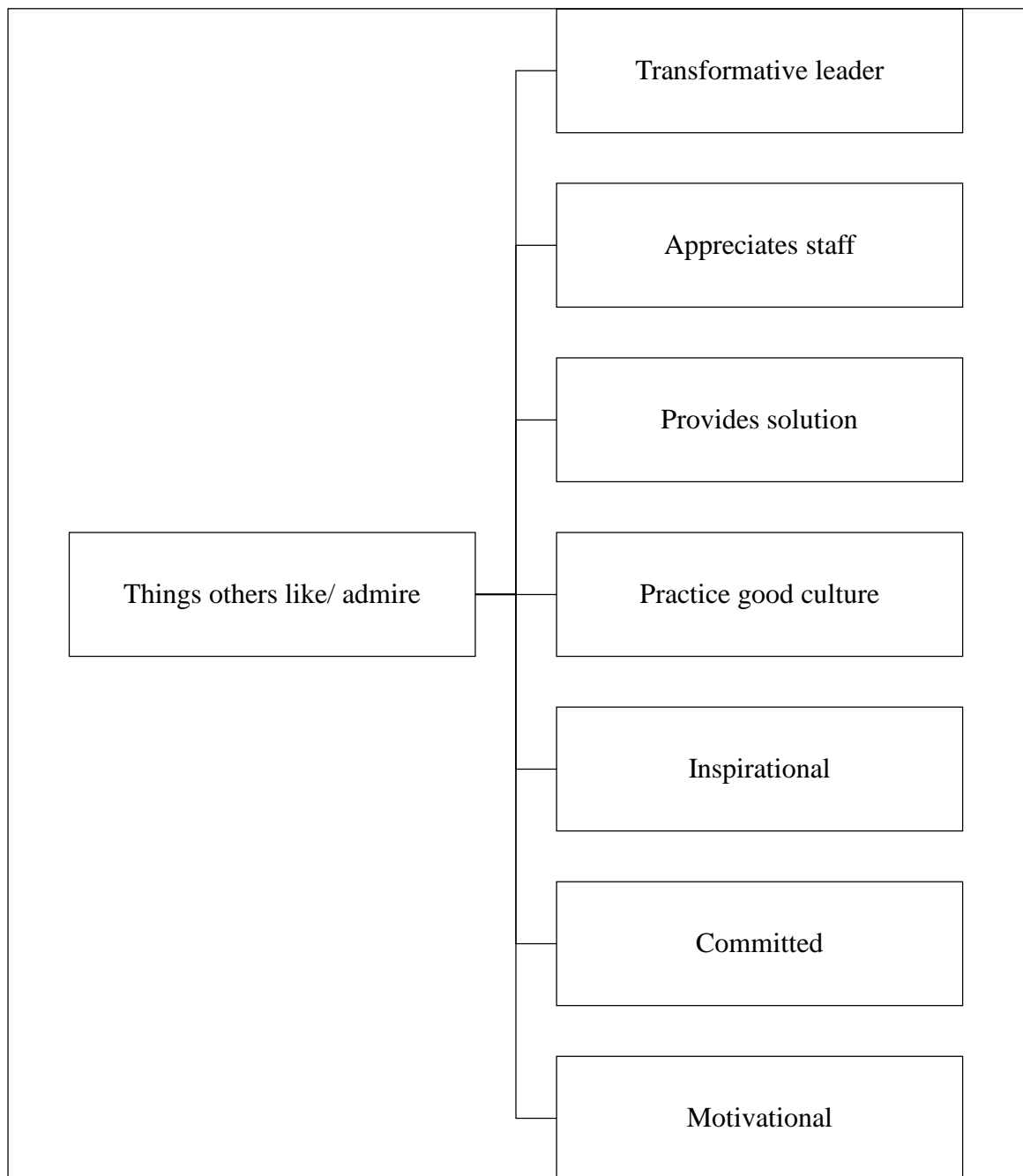

Figure 4: Things Others Like/ Admire

P03 stated (Provides Solution):

> *What I love is a leader who is transparent, knowledgeable and able to chart the direction of the hospital. Be honest and trustworthy and take note of all problems and try to solve them by making wise decisions.*

> *That is what I see in the leadership of Mr O and Mr F. However, Mr F has no knowledge of hospital operations, but he has another advantage that he is very concerned about the welfare of staff.*

P04 added:

> *Mr O is quite experienced in hospital management. Maybe he has a long working experience background in the hospital, so he looks very knowledgeable. During his time, he made many changes, such as in terms of processes to improve the flow of hospital operations. Also, various hospital transformation proposals during his time of management.*

P05 concluded (Motivation and Morale):

> *I was very passionate about working when CEO was Mr O. He can be brought in to discuss, and he is knowledgeable in managing the hospital. He was able to see suggestions for improvement positively because he understood the concept of hospital management. The staff especially managers are happy to work with him. Similarly with Mr F, although he has no experience in managing the hospital, he really understands the problems of staff, and he is a people person. Easy to bring to the discussion and open-minded. Mr F is a charismatic person and good at taking care of the hearts of the staff. During his management, an employee Excellent Service Award was held. The staff feels appreciated.*

(Inspirational):

> *His strengths are in terms of communication with staff at various levels. He has a human touch that is loved by many staff. Although he has no experience in hospital management, he works closely with managers from various departments and asks for views and suggestions before making any decisions.*

P10 stated:

> *Mr O is, for me, a strategic person and many plans for the improvement of this hospital were proposed during his time as CEO. He also made many changes in terms of a more organized operating process. Staffs were more motivated during his time. I think if he had been here for a long time, he would make a lot of changes in this so that it could be as competitive.*

> *Mr F is a person who likes to socialize with every group of people. Both staff and managers. He holds many activities that can strengthen the relationship between management and staff. So many staff knew him and loved him. He is also diligent in visiting the department and staff in it.*

4.4.2.3 You Dislike

Question 4 has theme answers linked to the phrase "you dislike." That is, do you have any particular dislikes about the CEO's leadership styles in those present or previous positions? The answers corresponded to the features of laissez-faire and an autocratic leadership style. When it comes to leadership, laissez-faire is also known as delegated leadership. It is a leadership style in which leaders' hand over authority and allow group members to make decisions rather than providing advice and direction to employees.

According to the participants' answers, employee performance is negatively impacted by a laissez-faire attitude. A worker may be prevented or inhibited from performing effectively in the workplace by a laissez-faire leadership style, which occurs when the leader does not participate in or provide advice. Another participant, on the other hand, said that an autocratic leadership style is too strict and that it does not allow for negotiation or acceptance of ideas from employees. Employees fear communicating or discussing issues they are experiencing at work, which harms their motivation and morale.

None of the participants came up with a scenario that fit the transformational or charismatic leadership styles. However, some participants express their views on the charismatic CEO but have some elements of favouritism. The following Figure 5 presents the frequency of references received from the participants during the interview.
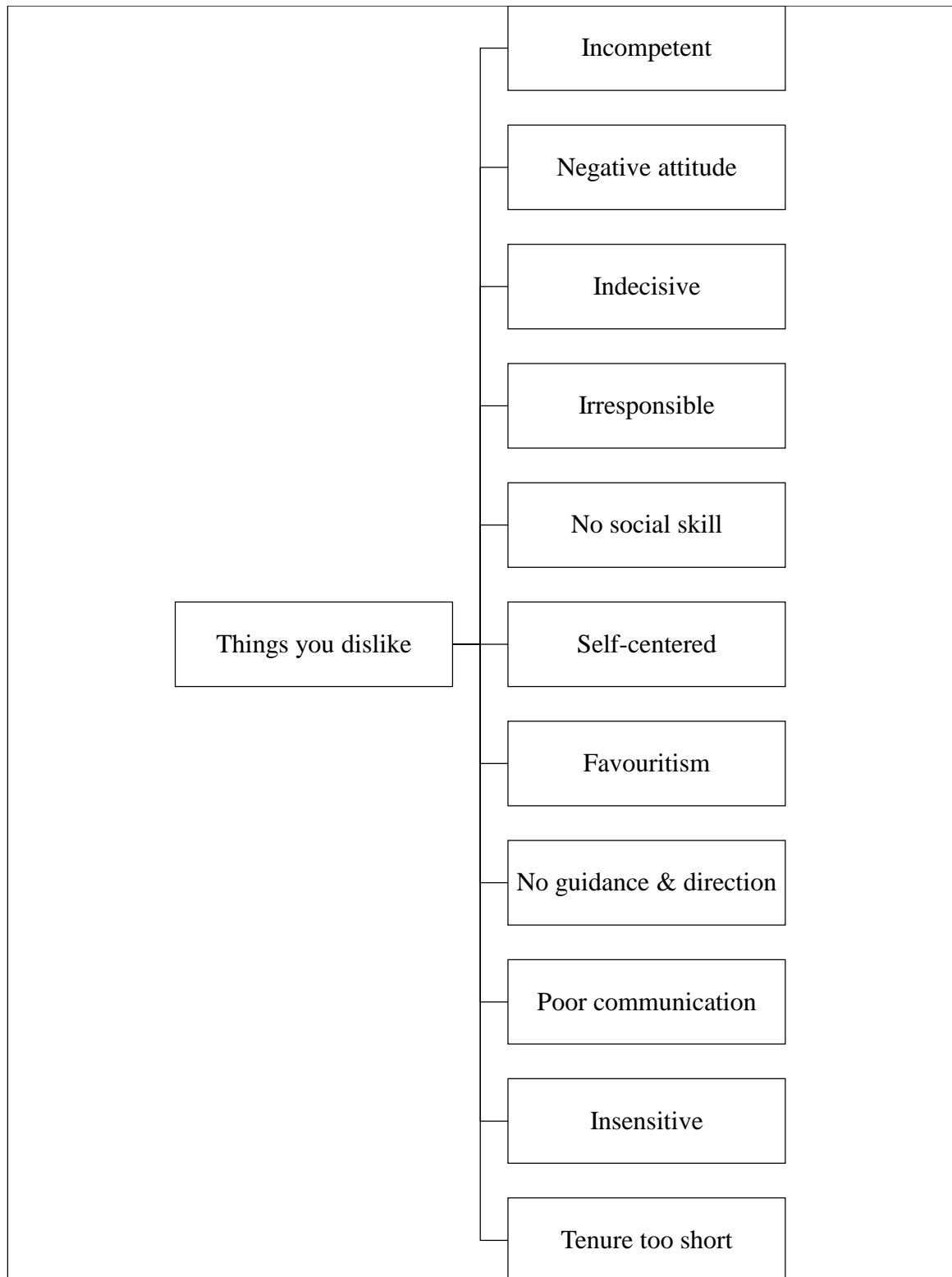
Figure 5: You Dislike

P02 stated (Autocratic):

> *Mr. A does things his way and that he is a firm person and follow by the book. All work must be completed according to the deadline. No one can object. Whatever it is he will have the final say. He is the fierce one and indeed all the work requested must be ready on time, the reason is people afraid of him getting angry. So, I just follow orders. In terms of performance, I will not to say excellent. Because I can't even propose idea, he will object. I don't care because he's the boss. I just listen to what he says and complete my work as he wanted.*

P02 added (Laissez-faire):

> *But the current CEO is not only me but many who are not happy with the way he is administered. His way is more solitary and only discusses with certain managers in making decisions. He is less mixed with staff and shows no interest about hospital operations.*

P03 stated, (No guidance and Direction):

> *What I do not like is the current CEO. Because he does a lot of things by himself. On day-to-day hospital operations only, Operational Manager plays a big role because the CEO has no hospital experience. Many decisions are made by the operations manager. He was more relaxed and try to avoid making decisions. To me he did not carry out his responsibilities as a CEO properly*

P05 stated:

> *I do not like the current CEO leadership style. Selfish, rarely communicates with staff and not seriously manages the hospital. Responsibility is placed on the shoulders of other managers. Our operational manager plays his role as CEO most of the time.*

P04 explained (Favouritism):

> *The way Mr F behaves is liked by many probably because he is a friendly and diligent person who greets the staff. Many staff matters are taken into consideration. But for me he practices favouritism i.e. there are certain people who are taken care of and rewarded. Not all. Only people closed to him.*

> *The others he just diligently greeted and checked on them. Maybe that's why the staff likes him. In terms of hospital operations, he has no experience. He relies heavily on the suggestions of those close to him. There are also those who take advantage for self-interest. I do not like those who practice favouritism and those who are selfish. I mean he has his own people that he likes and listens to. Thus, there is injustice here.*

P06 stated (Negative Attitude):

> *What I dislike most is the way the current CEO is. Likes to make decisions as he pleases and does not discuss with other managers. More self-centred and do not care about the welfare of staff, especially staff who have served for a long time. Many staff including myself are disappointed with his management and attitude.*

4.4.2.4 Others Dislike

Question 5 elicits answers that are thematically linked to the concept of "others' dislike": What parts of the CEO's current or previous leadership styles do you believe people in the organisation dislike the most? The answers corresponded to the features of laissez-faire and an autocratic leadership style. A laissez-faire leadership style makes few decisions and defers to their employees in selecting suitable solutions rather than giving advice. At the same time, an authoritarian leadership style is too controlling and closed to new ideas and suggestions. To some extent, the responses were related to the a priori style; however, other themes arose related to interpersonal behaviour, professional competence, and fundamental work habits. There was no doubt that the participants' dislikes were more universal than the theoretically based a priori categorizations that were more closely associated with positive aspects of leader behaviour. The emerging themes were more closely linked with other theoretical conceptualizations of leadership styles.

It was discovered via the participants' answers that a laissez-faire leadership style harmed employee performance, resulting in the lowest level of productivity among workers. As a result, a laissez-faire leadership style may hinder or discourage an individual from performing well at their place of employment. None of the participants came up with a scenario corresponding to either a transformative or a charismatic leadership style. Figure 6 presents the frequency of references received from the participants during the interview.
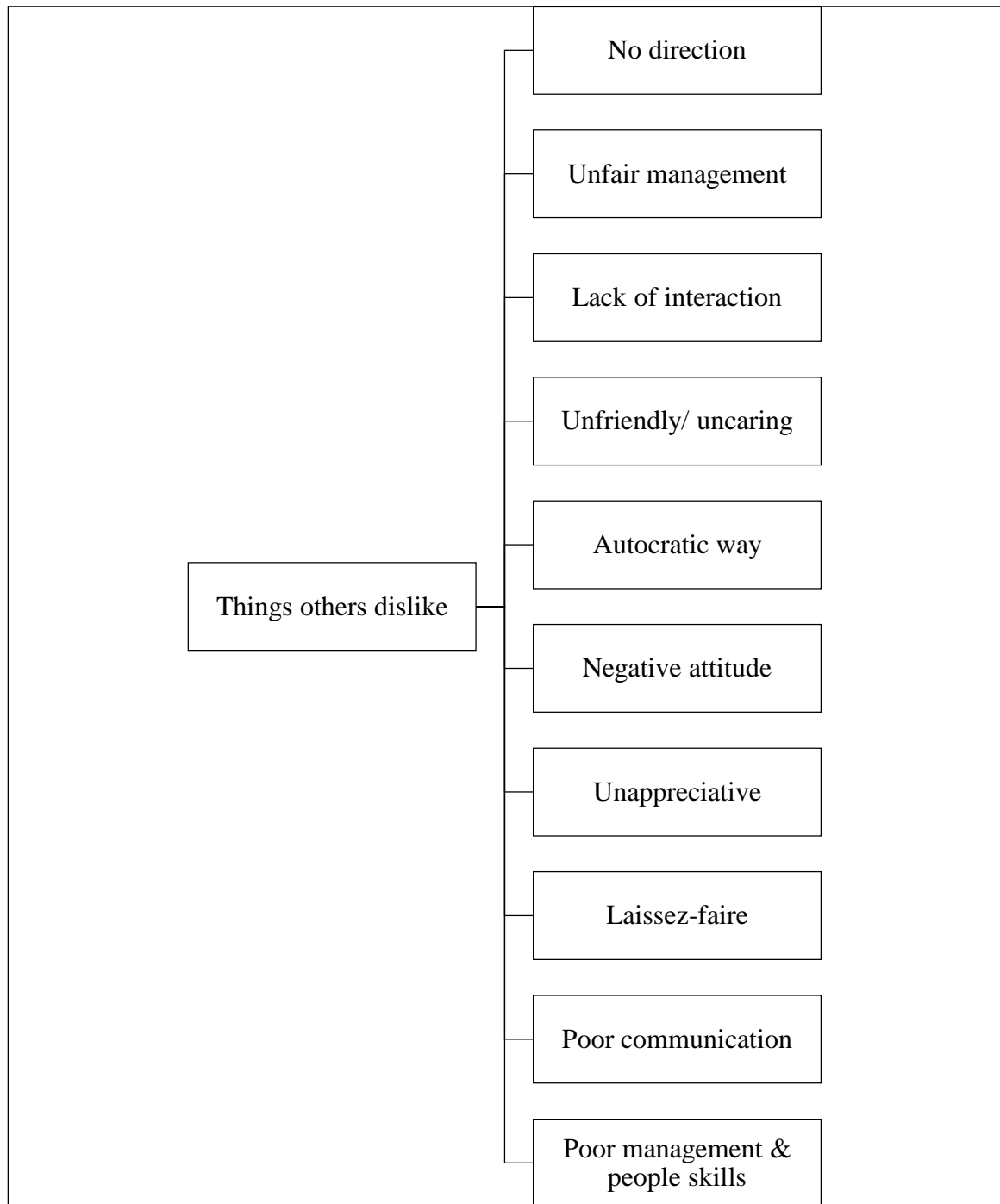
Figure 6: Others Dislike

P01 said (Unfair management):

> *The current CEO lacks Human Touch. The former is friendly but has an element of favouritism. Those who are promoted and rewarded are those who are close to him. Injustice exists.*

P07 explained:

> *I do not like favouritism, cronies and injustice of treatment to certain people. I don't think such a person should be the leader. It just looks good on the outside. But the fact is that many are disappointed because they feel left out.*

P02 added (Autocratic way):

> *I think that current CEO many do not like him. In the past, there was also a morale down because the first CEO used to be fierce and firm. The staff became scared. The current CEO even though he is not fierce but he less sociable and unfriendly that caused the staff not open to interact with him.*

P05 stated (Poor management skills and Communication):

> *The new CEO who is current, named Mr. H was from finance background. Never had experience managing a hospital. For me, he has less talent as CEO and less interaction with staff. He only interacts with staff or managers whom he feels comfortable with. Many benefits such as incentives and allowances that he has deducted for reasons of cost cutting and unnecessary. He lacks concern of staff needs and mainly acts according to what he thinks is right without having to discuss further. To me he is not suitable as the CEO of this hospital.*

P04 stated:

> *This is very subjective because certain people like certain management of CEO. In general, people do not like favouritism, injustice, no human touch, and ignorance and take serious matters easily. Because this will have a negative impact to the hospital.*

P06 added:

> *Everyone may not like the current one. About the late Mr. A, there may be some who do not like him but it is not as bad as this one.*

> *The current CEO, many do not like him. If those who like him may just want to flatter him.*

4.4.3 How Did Each of These Variables Affect Your Job Performance in Terms of (i) Performing Your Duties and Assignments, (ii) How Would You Describe Your Motivation or Morale and (iii) Your Dedication to Your Work and/or the Hospital?
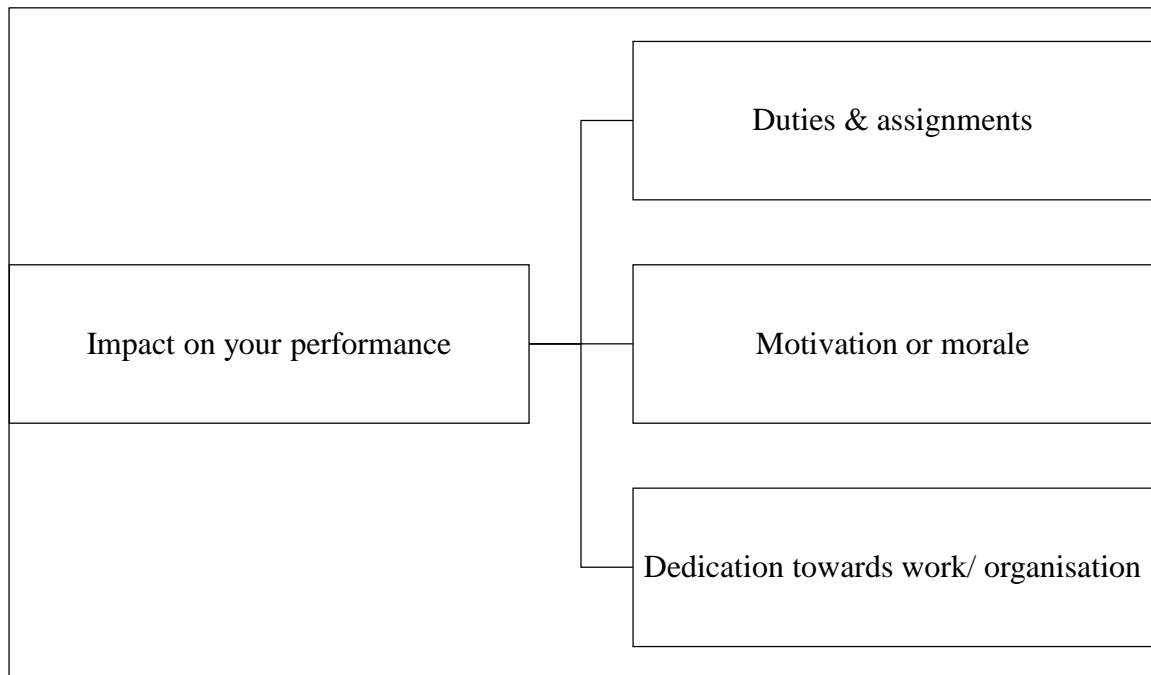
Figure 7: Impact on Your Performance

P06 stated (Duties and Assignments):

> *But depending on the way of governing, it certainly affects the motivation of staff and the results of their work. I noticed that during the time of Mr O and Mr F staff were more enthusiastic about work and committed. I personally feel new energy and new inspiration to achieve the goals of the hospital.*

> *When the company's strategic plan and mission are communicated to the staff, the staff feel more involved in the plan, thus motivating them to achieve objectives, especially when they feel valued. The other CEOs, including the*

current ones, does not give the same feeling.

P08 stated (Motivation and Morale):

> *Mr F is liked by many because of his friendly and approachable personality. He introduced many activities that can strengthen brotherhood amongst staff such as teambuilding activities, sports and also some CSR projects where every staff can take part. Many staff know Mr F because he always takes time to visit and greet the staff while they are working.*

> *What I admire is that one that brings a lot of changes to this hospital. All the CEOs I mentioned have their own respective strengths. Like Mr O in terms of the hospital management changes that he brought. Mr F in terms of the relationship that he built.*

(Impact on Performance- You Dislike)

P07 stated (Poor management skills):

> *The late Mr. A is known for his firmness. Some say he is fierce and strict. So during his time, all instructions will be followed made according to his way. He will listen to new ideas but the final decision is from him. It's a bit stressful at that time, but we just follow what he wants, he's the boss anyway.*

> *Mr. F although loved by many people because of his friendliness but for me in the management of the hospital Mr. F has no knowledge. His strength is only in terms of communication with various levels and he may be able to touch people's heart. But for me for the welfare of the hospital a person who is knowledgeable and has strategic thinking should be the CEO. I do not deny that Mr. F is a person who cares about the staff but he has an element of favouritism that I think should not be practiced by any CEO.*

P10 stated (Motivation and Morale):

I was more enthusiastic during Mr O's time. Many changes were planned and will be implemented in stages to improve the hospital. The rest is just normal for me. There is no significant impact.

I do not like those who are good at talking. I do not like those who lack of knowledge to carry out hospital operations effectively. For me, these two things do not bring any benefits to the hospital.

P09 stated (Motivation and Morale):

I am still working as usual under any CEO who comes to this hospital. As a nurse manager I am busy with ward and patient management and also with nursing admin team. All this time, no matter who is the CEO, it has changed many times anyway, I still work the same. Motivation also is the same.

The one I like and admire is Mr. O and also Mr. F because they have a little extra to me. Mr. O with his management skill and Mr. F with his people skill.

P07 added:

Well, it destroyed your morale and your motivation because there is no point in trying to think outside the box if those ideas were not going to be taken. Not only did he not take the idea or listen to your thoughts on something, but he basically, you know, kind of shut you down and, you know, were very demoralizing.

4.4.4 Do You Believe Each of These Factors Impacted Their Work Performance in Terms of (i) Duties and Assignments, (ii) Motivation or Morale, and (iii) Dedication towards Work/ Organisation?

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┌─────────────────────────┐        ┌─────────────────────────────┐
│                         │        │  Duties & assignments       │
│                         │        └─────────────────────────────┘
│  ┌───────────────────┐  │
│  │ Impact on their   │  │        ┌─────────────────────────────┐
│  │ performance       │  │────────│  Motivation or morale       │
│  └───────────────────┘  │        └─────────────────────────────┘
│                         │
│                         │        ┌─────────────────────────────┐
│                         │        │ Dedication towards work/    │
│                         │        │ organisation                │
└─────────────────────────┘        └─────────────────────────────┘
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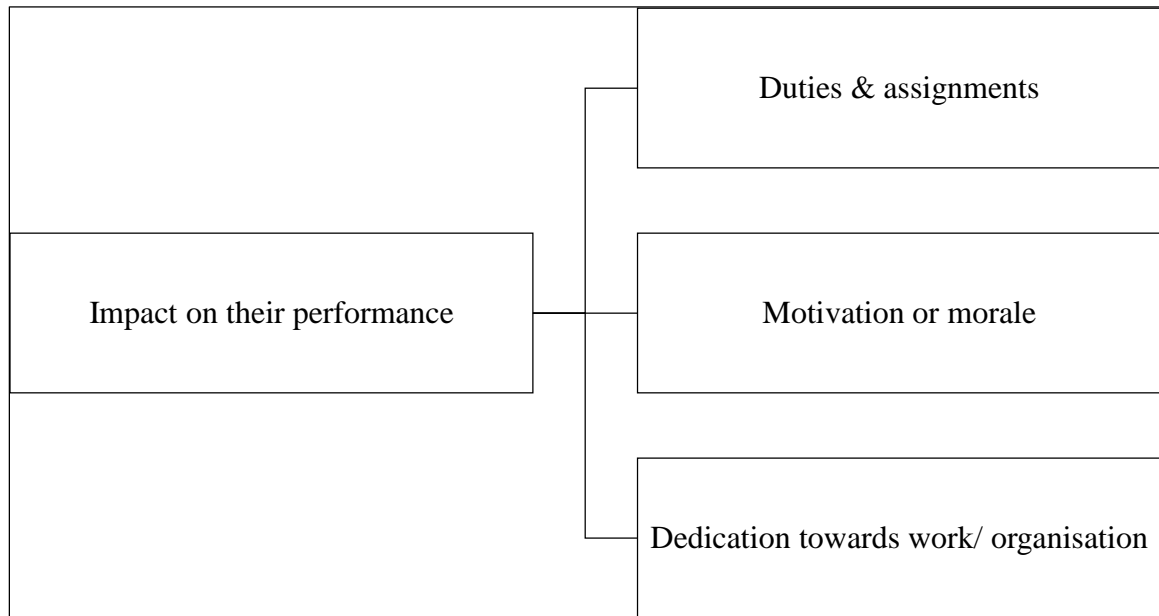
Figure 8: Impact on Their Performance

P03 stated (Motivation and Morale):

> *I think this hospital needs a CEO who is able to make a comprehensive change so that the staff is more motivated to achieve a new mission and vision. I also hope to get a CEO who cares and is friendly with the staff so that the staff can be more open.*

> *The staff will feel more part of the organisation, I mean there is a sense of belonging. With that feeling, the staff will be more motivated to work harder and have stable emotions. The workplace atmosphere will also be happier and not just the same from day to day. With a happy staff with an effective*

management pattern and a human touch, staff productivity will increase.

P01 explained (Commitment):

> *I am a person who is always committed to work and organisation. May be more committed if there is a direction for the hospital and staff to work together to realize that direction and be appreciated by the employer.*

P04 added:

> *The way Mr F behaves is liked by many probably because he is a friendly and a person who diligently greets staff. Many staff matters are taken into consideration and taken care of.*

P06 verified (motivation and morale):

> *Well, myself included, and from what I could see from the other employees, we would wake up each morning eager to come to work, happy to come to work because we enjoyed the job. We enjoyed working for this CEO. So, his leadership style motivated us to come to work because we enjoyed working for him.*

(Impact on Performance-Others Dislike)

P07 stated (poor management):

> *Changing of the CEO with a variety of leadership styles is very troublesome and a waste of time. More over if the one appointed have no knowledge but are good at just talking. It is time for this hospital to have a leader of calibre and able to bring significant and competitive change for the sake of this hospital.*

> *There were so many different leaderships style and changes is too often. Compared to other private hospitals, their leadership is quite stable and strong.*

Staff also prefer to work in a clearer and more realistic direction. Only then they will soar.

P09 stated (Task & Assignment):

For me my job satisfaction is when I see patients recover and it gets better when they leave the ward or hospital. If our intention is to work is because of god and we really like to treat patients. It doesn't matter who the CEO is, I will still get job satisfaction when I sees the patient improved, let alone recover. Because that is the result of our work. What we need is hospital improvement in terms of equipment, structure and expertise needs to be added. It would be nice if the hospital CEO could consider those needs. The equipment in this hospital is quite old. Ward renovations also need to be given attention over time. If these changes can be made, I believe this hospital will be able to attract more customers and patients and be on par with other private hospitals.

P06 stated (Motivation and Morale):

The current one nothing that I admire. I like the personality and the way Mr. F and also Mr. O that have made a lot of changes. The current one just brings about change in terms of the hospital outlook a little bit but does not effects anything. My morale down since Mr. H took over.

P05 added:

As a CEO he should be responsible for the management of the hospital. Take note of staff problems and try his best to work together for the good of the business and hospital operations. Know how to motivate staff also go down to the field. Not just sitting in a room. There is indeed a change in terms of hospital infrastructure that he made for the hospital to look more presentable but that is all. I think all staff do not like the way the current CEO. Their morale and commitment are declining.

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4.4.5 Themes Related to Research Question 1

This analysis looked at two main themes: attributes you admire, attributes others admire, and two subthemes analysing the impact on job performance. The interview included a total of ten participants. When questioned about their admired attributes of CEO leadership, all of the participants agreed on the criteria coded in the theme that have a positive impact on the employee work performance as stated below:

\<Files\\Interview\\P04- Hashim EngV\> reference coded [3.99% Coverage]

> *If the CEO has full knowledge of hospital management and how to make this hospital competitive and subsequently develop it, this will make staff more enthusiastic in doing their jobs and more motivated because everyone works towards a clear goal and with the growth of this hospital more job opportunities can be created, services can be expanded and can attract more patients to get services in this hospital. (Line 179 – 184)*

\<Files\\Interview\\P05- Shuib EngV\> - reference coded [1.35% Coverage]

> *Like Mr O he can be brought to discuss and is a strategic person. He can think of and implement initiatives for hospital improvement. (Line 85 – 86)*

\<Files\\Interview\\P07- Yusri EngV\> - reference coded [2.72% Coverage]

> *Mr O is quite young, so he is quite enthusiastic about making changes in this hospital. He also has experience in hospital management. Many changes have been made in terms of processes and operations. I am happy to work with him because I can invite him to discuss and make decisions together. (Line 96 – 99)*

<Files\\Interview\\P08- Romzi EngV> - references coded [1.98% Coverage]

> *Transformative and bring about change. Change is difficult and painful, but there must be a strong and resilient CEO to implement all these changes for the good of the hospital. (Line 79 – 80)*

<Files\\Interview\\P02-Husin EngV> - reference coded [3.23% Coverage]

> *I think the CEO needs to be a dedicated, responsible, knowledgeable and a strategic thinker. He should be able to bring the name of the hospital to a better level than its predecessor, only then staff who work under his leadership is enthusiastic and highly motivated. When this happens, hospital productivity will soar. (Line 183 – 186)*

<Files\\Interview\\P05- Shuib EngV> - references coded [3.50% Coverage]
Reference 1 - 1.61% Coverage

> *The new CEO Mr F is also a good CEO. His strengths are in terms of communication with staff at various levels. He has a human touch that is loved by many staff. (Line 42 -44)*

Reference 2 - 1.89% Coverage

> *Like Mr O, he can be brought to discuss and is a strategic person. He can think of and implement initiatives for hospital improvement. He did lots of talking and communicating as a leader. (Line 85 -87)*

<Files\\Interview\\P06- Imelda EngV> - reference coded [1.75% Coverage]

> *Try to be a CEO who interacts a lot with staff and communicates well at all levels. Get involved and get to know about the hospital and all staff who work in it (Line 153 – 154)*

<Files\\Interview\\P07- Yusri EngV> - reference coded [2.80% Coverage]

What I admire are those who have strategic thinking that is able to bring the effect of change or transformation of the hospital into a hospital that is better in providing services to patients and also a positive culture among staff. I saw that element during the reigns of Mr O and Mr H now. (Line 96 – 99)

<Files\\Interview\\P01-Salmah EngV> - references coded [2.65% Coverage]

Reference 1 - 2.10% Coverage

Mr F at the time of becoming a CEO used to be very concerned about workers. Always go down to make rounds in the morning to ensure the operation and take the opportunity to meet the staff. The staff feels more appreciated.

Reference 2 - 0.55% Coverage

He is charismatic and viewed as an easy person to approach.

<Files\\Interview\\P03-Karena EngV> - reference coded [1.86% Coverage]

Mr F is a charismatic person and kind to all employees. Although he is not experienced in hospital operations, he is a person who is concerned about staff problems and understands their burden.

<Files\\Interview\\P08- Romzi EngV> - reference coded [4.12% Coverage]

Mr F is liked by many because of his friendly and approachable personality. He introduced many activities that can strengthen brotherhood amongst staff, such as teambuilding activities, sports and also some CSR projects where every staff can take part. Many staff know Mr F because he always takes time to visit and greet the staff while they are working.

<Files\\Interview\\P09- Aminah EngV> - reference coded [5.43% Coverage]

> *He is a man who has many plans for the improvement of this hospital. There are some changes in terms of operations, such as the addition of Specialist Dr and operating processes that have been changed to be smoother and more effective. He also collaborates extensively with managers in most of his projects and plans. Plus, point Mr O is because he is experienced in hospital management. So, he is able to strategically plan on how this hospital can be improved in stages.*

4.4.6   Results' Summary for Research Question 1

As a result of this data analysis, the responses aligned with the characteristics of a transformational and charismatic leader. The participants reflected more on motivation and morale, indicating that this trait would influence workplace performance. With clear direction, constant communication, care and appreciation, the employees' motivation will be increased and, subsequently, impact the way they work and their commitment towards the organisation.

Transformational leadership is a style of leadership where the leader works with employees to identify the needed change, creates a vision to guide the change through inspiration, and executes the change in tandem with committed members of the group. Human factors are also emphasised by participants as contributors to employee motivation and morale. As a result, Table 17 summarises the interview participant's replies. Figure 9 summarises the result, demonstrating the link between the characteristics of best leadership practises and employee performance for Research Question 1.

Table 17: Summary of Research Question 1

Research Question 1	Themes	Sub – Themes	Codes	Participant Verbatims
What are the characteristics of the best leadership practices to significantly enhance employee performance in Premier Specialist Hospital, Malaysia?	Attributes You Admire	Impact on your Performance • Duties and assignments • Motivation or morale • Dedication towards work and/or the hospital	•Chart Direction •Change Agent •Strategic Thinker •Transformative •Caring & Friendly •Effective Communication •Management & People Skill	P01, P02, P03, P04, P05, P06, P07, P08, P09, P10.
	Attributes Others Admire	Impact on their Performance • Duties and assignments • Motivation or morale • Dedication towards work and/or the hospital	• Transformative Leader •Appreciates Staff •Provides Solution •Practice Good Culture •Inspirational •Committed •Motivational	P01, P02, P03, P04, P05, P06, P07, P08, P09, P10.

167
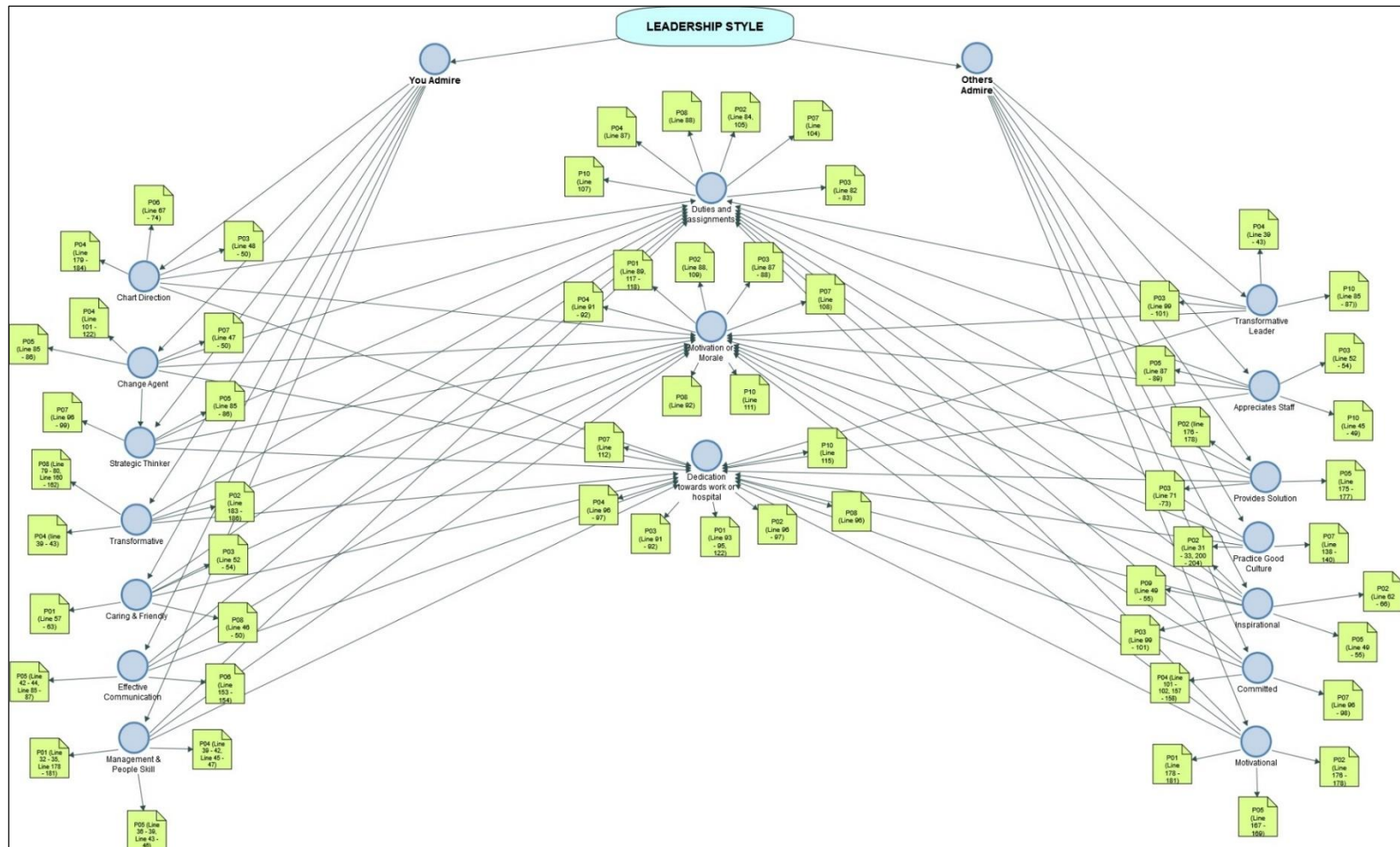
Figure 9: Results of Research Question 1

4.5 Research Question 2

This section presents the results of the study that answers research question 2. As listed in the introductory chapter, research question 1 of this study is: how do leadership practises influence the performance of the employees of Premier Specialist Hospital, Malaysia? Table 18 recapitulates this research question and its sub-questions. Then, the following sub-sections present the results that answer these sub-questions.

Table 18: Research Question 2 and Sub-questions

No	Research Question	No	Sub-questions
2	How do leadership practices influence the performance of the employees in Premier Specialist Hospital, Malaysia?	i	What changes can (or has) the CEO done to improve your work performance?
		ii	What difference would these changes make in your experience?
		iii	Based on your experience working at a local specialist hospital, what do you believe are the most effective ways to CEO leadership style in these hospitals?
		iv	Why do you feel the approaches would be most effective?
		v	Given your unique experience working in this hospital, how do you believe the CEO leadership style at this hospital vary from those in other specialist hospitals?

4.5.1 What Changes Can (or Has) The CEO Done to Improve Your Work Performance?

Question 6 has theme answers linked to the subject of "improve your work performance." The answers obtained were positive and in line with the transformative leadership style traits being described by the participants. The features, attributes, and traits indicated by the participants are distinctive characteristics that a leader should show in the organisation. However, these characteristics may be extended to any leadership style, not just the one investigated in this particular study. The participants emphasised the skills of their leader to "listen" and "provide direction", which were themes that arose as a result of the investigation's inquiry. None of the participants came up with a scenario consistent with either an autocratic or a laissez-faire leadership approach. The frequency of references obtained from interview participants is shown in Figure 10.
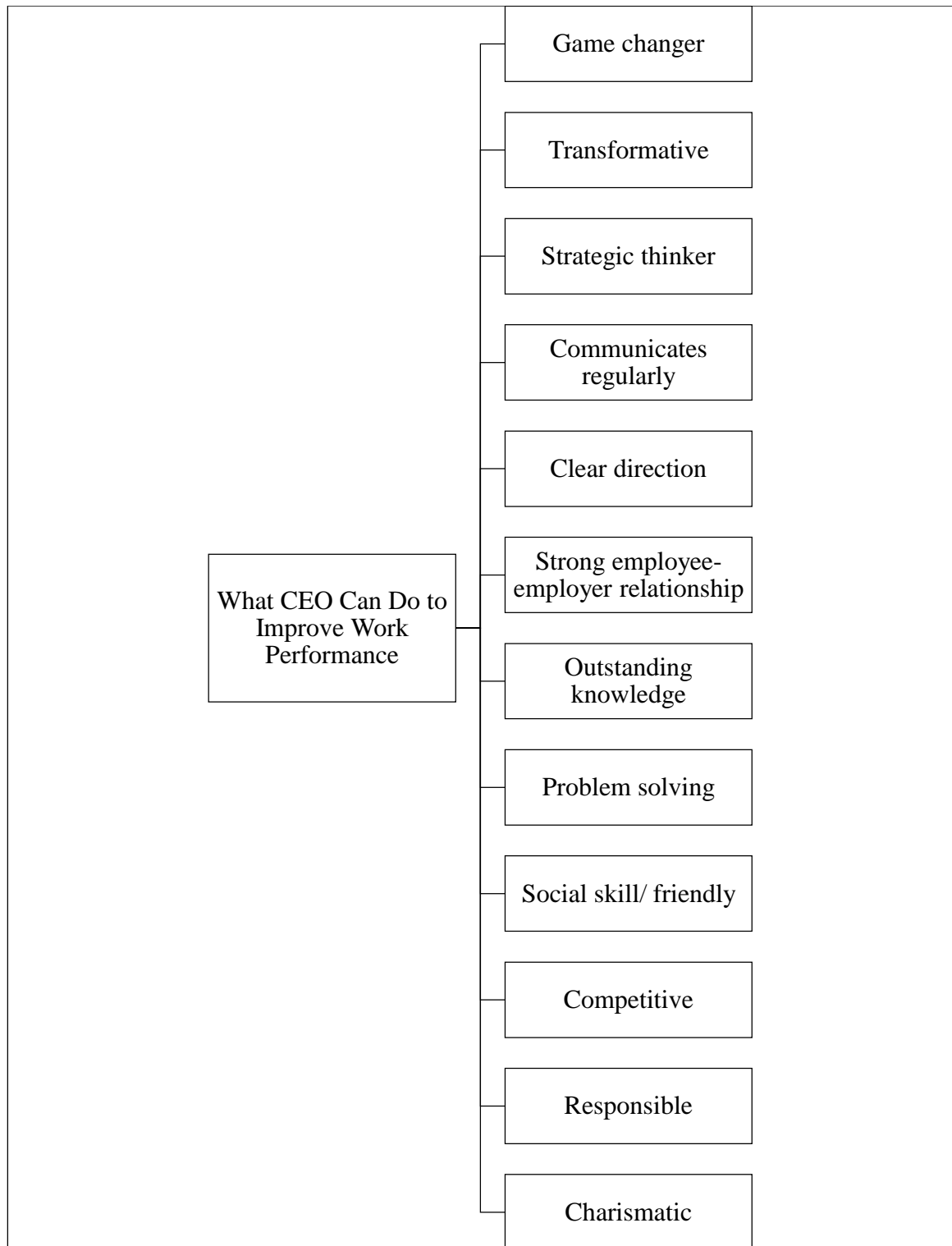
Figure 10: What CEO Can Do to Improve Work performance

P08 stated:

> *Satisfaction at work I think I like my work and also, I like working in this hospital. Otherwise, you will not be able to stay for up to 10 years. I hope there is a CEO who can bring about a comprehensive change in this hospital to be more popular and give great and healthy competition to other private hospital groups. Although it is difficult to do because it is already 37 years, but I think that is what most staff and doctors at this hospital dream of.*

P01 explained:

> *This hospital has been around for a long time. It's been 36 years. But still in the old notch and unable to compete with other private hospitals. Suppose we have a CEO who can change or transform this hospital so that it is competitive and on par with other private hospitals, it is the best for the hospital and the employees who works here.*

P02 stated (communication):

> *As a CEO, he needs to communicate regularly with staff. He needs to realize that without staff, even if he has a very strategic plan, it will not be useful because no one will execute the plan. He also needs to have a clear mission so that this hospital can grow and provide more job opportunities for our graduates. There must be knowledge of the guidelines of the KKM, and the Legislation involved because the operation of the hospital is under the control of the Legislation. Dare to make decisions and mix around so that brotherhood can be formed between employees and management. We need a CEO who can listen to our problems and is open to ideas from the staff from lower ranks who deals with hospital operations on a daily basis.*

P04 added:

> *CEO who is knowledgeable, firm, fair and has the vision to bring this hospital as a renowned hospital on the healthcare platform in Malaysia.*

P10 explained:

> *I think right now this hospital needs a CEO who has a high knowledge of hospital management and improvement steps that need to be taken to achieve it. Someone with strong strategic thinking to bring this hospital to the next level. Not just know how to manage from day to day only. We need an aggressive CEO to carry out this change and stay until the completion of the project. At the same time, he is also sensitive to staff and listens to problems and suggestions that come from them. Sometimes staff who are faced with daily operating activities can give thoughtful ideas to management. Involve them in the company's strategic plans and projects so that they feel part of the company's changes and give them the rewards they deserve.*

P06 concluded:

> *Try to be a CEO who interacts a lot with staff and communicates well at all levels. Get involved and get to know about the hospital and all staff who work in it, learn about hospital operations even if there is no background in managing the hospital, try to listen and understand staff problems. Do not keep thinking about cost-cutting until the staff is neglected and feel unappreciated.*
>
> *The lack of contact with the staff resulted in little or no knowledge of many things going on in this hospital that needed his attention. We need a transformative and charismatic CEO to bond a good relationship with staff.*

4.5.2   What Difference Would These Changes Make in Your Experience?

Question 7 comprises thematic answers that address the outcomes or ramifications of the CEO's decision to implement the adjustments mentioned above. These are the outcomes that the participants hope for, and they will bring about good improvements at Premier Specialist Hospital, which has been in operation for 37 years in the healthcare sector. In line with the transformational leadership style, which includes a mix of charismatic characteristics, are the answers obtained from the participants. In addition, charismatic characteristics can significantly affect employee motivation and morale since they feed on human needs and factors such as compassion, understanding, and support throughout their daily routine.

The characteristics, attributes, and traits revealed by the participants are distinguishing qualities that a leader should demonstrate to bring about positive changes and build a strong relationship between the leader and the employees to achieve the common goal or objectives of the organisation. The participants reflected more on their leader's ability to transform the current hospital, give direction, and take care of employee welfare, themes that emerged from the interview questions. None of the participants came up with a scenario consistent with either an autocratic or a laissez-faire leadership approach. Figure 11 presents the responses received from the participants during the interview.
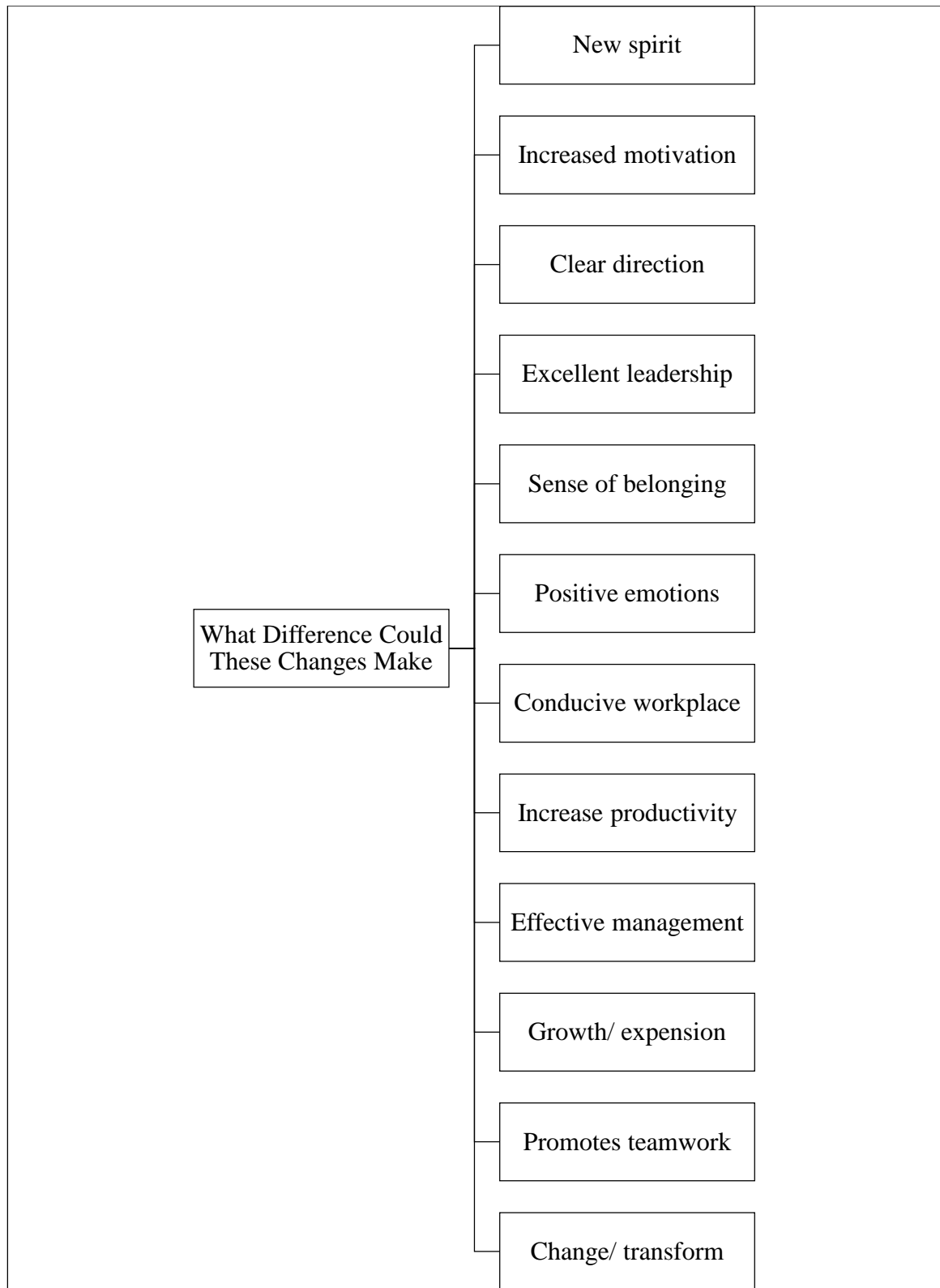
Figure 11: What Difference Could These Changes Make

P08 stated (motivation and morale):

> *Maybe with change or transformation from various angles will give new life in this hospital business, and staff will also be enthusiastic about coming to work every day. In terms of performance may be can be further improved with this new life hospital.*

P05 added:

> *It is very important for the CEO to go down to the field in order to understand the operation of the hospital, identify gaps and the real problems before resorting to any solution. Get to know the staff and their problems, try to build a relationship. Only then can cooperation and a sense of brotherhood be nurtured between the management and staff who are at the forefront of operations. With the collaboration of all levels, this hospital can go far from its current position.*

P04 stated:

> *If the CEO has full knowledge of hospital management and how to make this hospital competitive and subsequently develop it, this will make staff more enthusiastic in doing their jobs and more motivated because everyone work towards a clear goal and with the growth of this hospital more job opportunities can be created, services can be expanded and can attract more patients to get services in this hospital.*

> *I think with a CEO who is qualified to administer the hospital well, a lot of problems will be solved, and the staff will also feel happy to work and be more motivated. For example, Mr O and Mr F.*

P03 added:

> *The staff will feel more part of the organisation. I mean, there is a sense of belonging. With that feeling, the staff will be more motivated to work harder*

and have stable emotions. The workplace atmosphere will also be happier and not just the same from day to day. With a happy staff with an effective management pattern and a human touch, staff productivity will be increased.

4.5.3 Based On Your Experience Working at a Local Specialist Hospital, What Do You Believe Are the Most Effective Ways to CEO Leadership Style in These Hospitals?

Question 8 represents the thematic responses related to the "most effective CEO leadership style." The responses were in alignment with the characteristics of a transformational leader. When a leader collaborates with workers to uncover required change, develops a vision to drive the change via inspiration, and then executes the change in collaboration with dedicated members, they demonstrate transformational leadership. When asked what characteristics would be necessary to facilitate good work performance, the participants mentioned interpersonal skills, support, professional growth, and leading by example as being essential. A leader must show what they are preaching to their workers. Leaders at all levels should keep themselves up-to-date with the latest developments in their field, and they should seek to improve their leadership skills. The participants did not develop a scenario corresponding to either an autocratic or a laissez-faire leadership style. Figure 12 presents the themes based on the responses received from the participants during the interview.
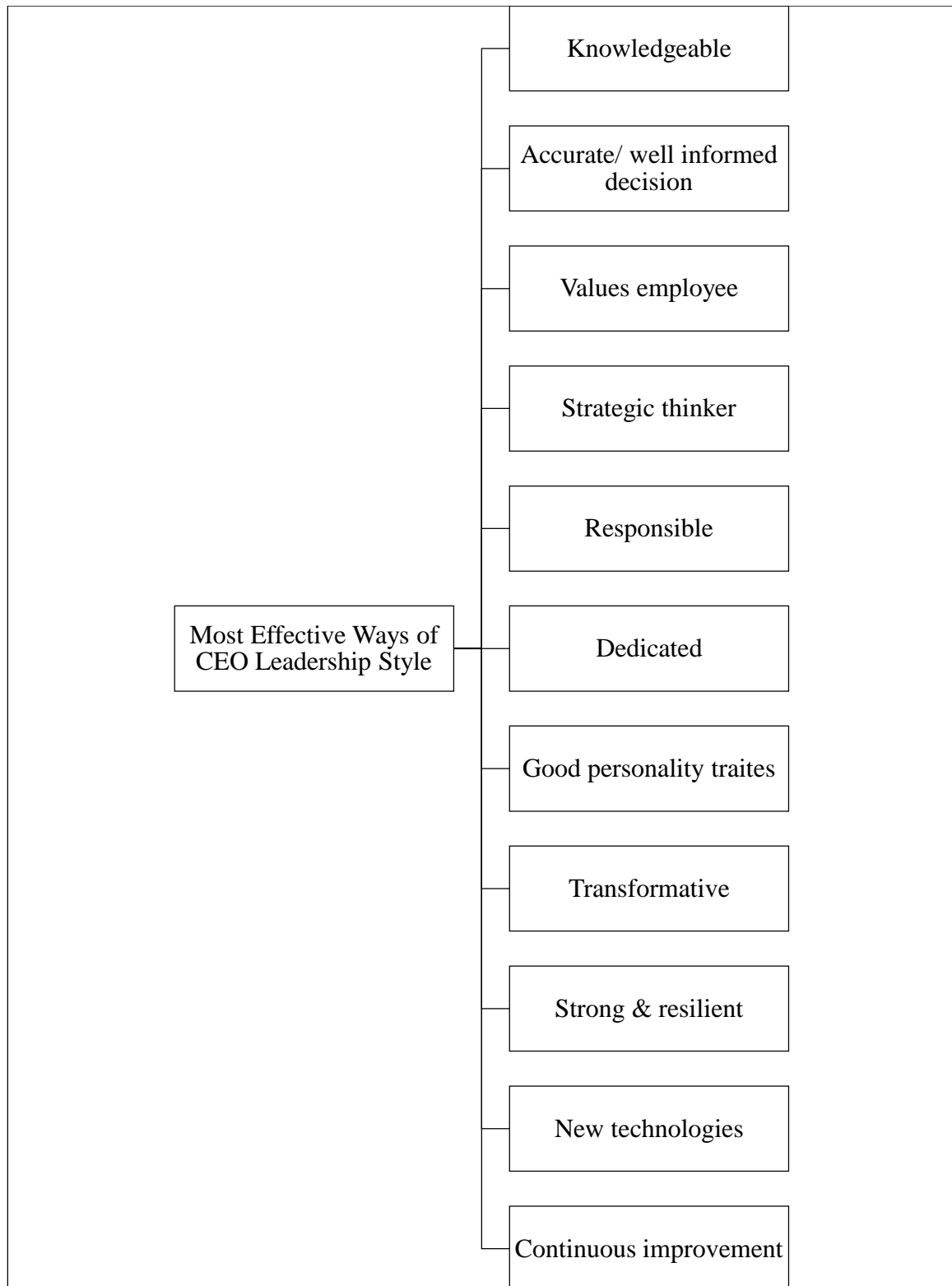
Figure 12: Most Effective Ways of CEO Leadership Style

4.5.4 Why Do You Feel the Approaches Would Be Most Effective?
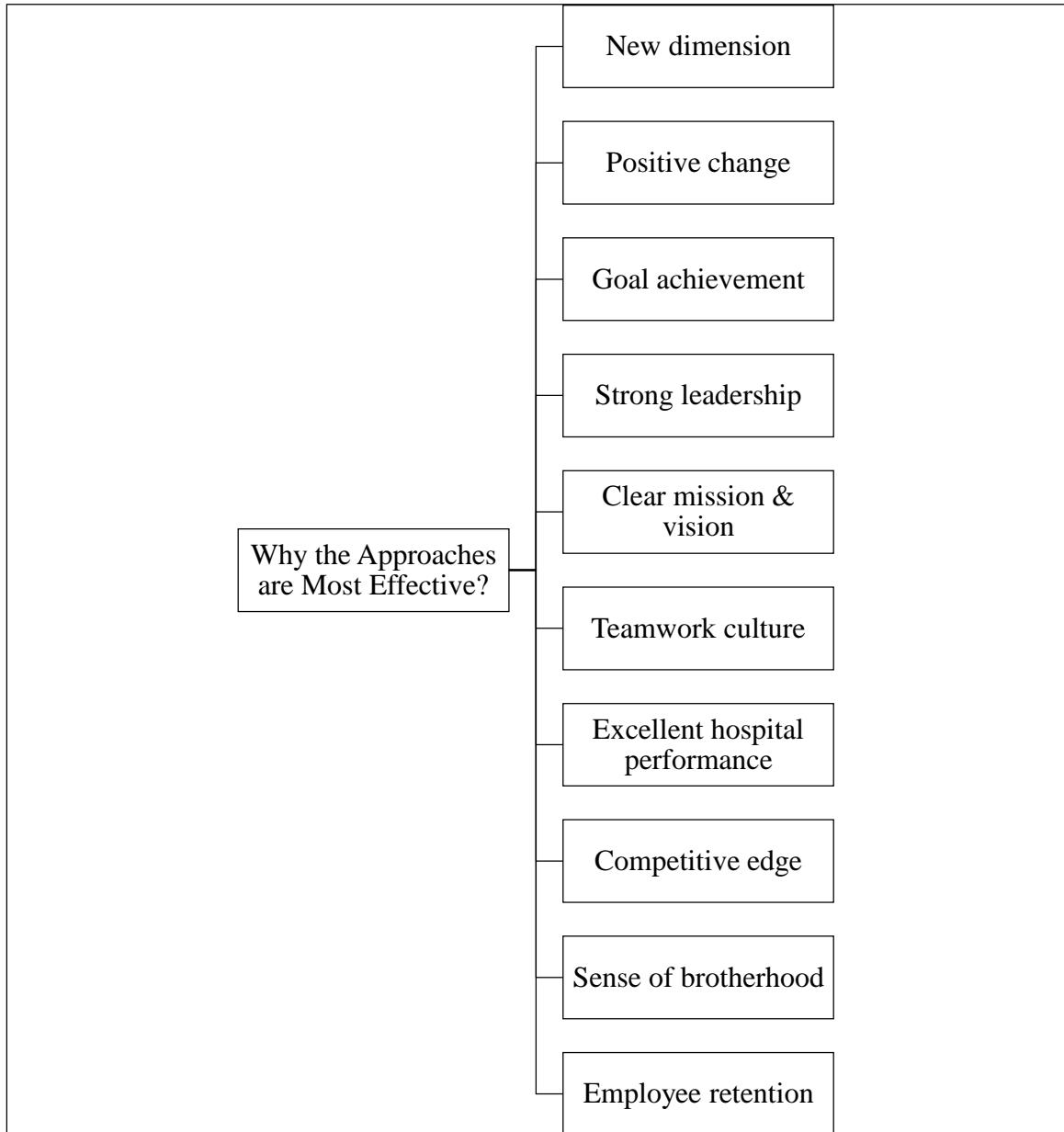
Figure 13: Why the Approaches are Most Effective?

P02 stated:

> *I think the CEO needs to be dedicated, responsible, knowledgeable and strategic thinker. He should be able to bring the name of the hospital to a better level than its predecessor, only then staff who work under his leadership be enthusiastic and highly motivated. When this happens, hospital productivity will soar.*

P02 added:

> *If you look at the other private hospitals, they all have strong CEO in terms of hospital management knowledge and always come up with new ideas for the improvement of the hospital and their services. They also have emolument packages and competitive staff benefits. Management and lower staff need to work together to realize the mission and vision of the hospital.*

P03 stated:

> *A CEO who is responsible, highly dedicated, honest and has Islamic leadership characteristics that display good personality traits and is well respected. If the CEO or a leader has an Islamic foundation, then with god will all things made will get good results. We embrace leaders who can deal with any situation calmly and can deal with things wisely. In that manner, this hospital will undergo a change towards excellence.*

P03 added:

> *Well, I definitely—I am not sure if I am answering your question correctly, but I can say that I believe that leaders at all levels should maintain current information within their profession, and they should continue to grow as leaders. In other words, do leadership training, seminars and not just rely upon the fact that they're in management and do not require any more training.*

P04 explained:

A CEO who is transformative and in line with the passage of time and has a human touch towards employees.

Taking seriously the improvement and development of the hospital is important so that the staff is passionate about work and human touch is necessary for employees to be more motivated to work together with management towards the mission and vision set.

P07 added:

Knowledgeable, energetic and transformative. A person who is able to chart the future of the hospital towards success and excellence. Why? Because that is what this hospital really needs now.

P08 concluded:

Transformative and bring about change. Change is difficult and painful but there must be a strong and resilient CEO to implement all these changes for the good of the hospital.

So that this hospital achieves the standard and brand recognition like other private hospitals.

The study data results are discussed in this part in connection to the second research question above. To address the research question, this analysis created a theme which related to the interview question:

4.5.5 Given Your Unique Experience Working in This Hospital, How Do You Believe the CEO Leadership Style at This Hospital Vary from Those in Other Specialist Hospitals?

Question 9 represents the thematic responses related to "how CEO leadership styles in Premier Specialist Hospital differ from other specialist hospitals." The participants revealed that one major difference in the leadership style of the hospital compared to other public-sector organisations was the frequent change of the leader. The frequent changes in the CEO and the hospital's strategic direction created a negative perception and confusion for the employees. The support and guidance were unavailable, especially from the CEO, who had a laissez-faire leadership style and lacked knowledge about the hospital operation. The employee felt as though the leader did not care enough to understand staff issues at work; therefore, why should they care about performing their job or duties?

Therefore, this creates disinterest in the employees' commitment and adversely impacts the organisation's goals and mission. Figure 14 presents the responses received from the participants during the interview.
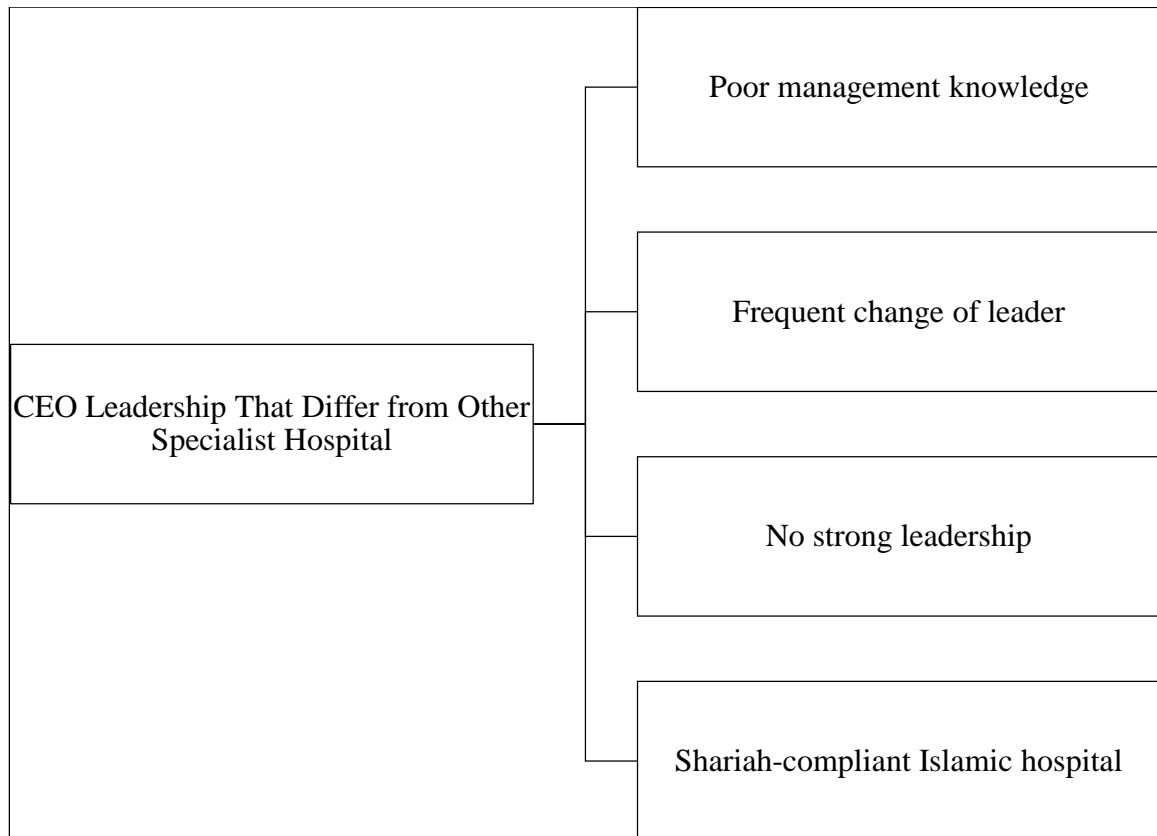
Figure 14: CEO Leadership That Differ from Other Specialist Hospital

P07 stated (tenure):

There were so many different leadership styles and changes is too often. Compared to other private hospitals, their leadership is quite stable and strong. Staff also prefer to work in a clearer and more realistic direction.

P08 added:

Many times, changed of CEO and Chairman. I can't be sure. Every time management changes, the strategic plan changes. Many are halfway through in the end.

P03 stated:

> *In this hospital, the CEO appointment is from the parent company. I'm not sure what the selection is based on. It is quite difficult for top management not to have experience in hospital management. This hospital is a hospital that has Islamic elements. So, the selection of CEO should be a characteristic of Islamic leadership that I feel is relevant to this hospital. But we need more than a CEO with Islamic characteristics to thrive on par with current technological developments.*

P09 added:

> *It is no different from other hospitals. It just needs to be strengthened in terms of management so that it can be on par with other hospitals.*

P02 concluded:

> *As I mentioned in the previous questions. CEOs here are of different styles and the change of CEO here is quite frequent. Sometimes less than two years. When the new CEO came in, many plans changed. So, the staff is sometimes confused with the exchange of plans plus the way the administration is constantly exchanging. If this hospital wants to move forward, strong leadership needs to be created.*

4.5.6 Themes Related to Research Question 2

This analysis looked at four themes: what the CEO can do, why it made a difference, the most effective ways of CEO leadership, and why do you feel the approaches would be most effective in analysing the impact on job performance? The interview included a total of ten participants. All of the participants' feedback based on the interview questions is coded in the theme and the effect it has on the employees' work performance is stated below.

<Files\\Interview\\P01-Salmah EngV> - reference coded [2.48% Coverage]

> *Management that is able to take the hospital to a commendable level, will give new impetus to the employees. They will be more motivated to achieve their vision and mission with clear direction and with strong leadership in terms of hospital management. (Line 178 – 181)*

<Files\\Interview\\P05- Shuib EngV> - reference coded [4.83% Coverage]

> *Get to know the staff and their problems, try to build a relationship. Only then can co-operation and a sense of brotherhood be nurtured between the management and staffs who are at the forefront of operations. With the collaboration of all levels this hospital can go far from its current position. (Line – 177 – 180)*

<Files\\Interview\\P07- Yusri EngV> - reference coded [1.32% Coverage]

> *It is time for this hospital to have a leader of caliber and able to bring significant and competitive change for the sake of this hospital. (Line – 183 – 184)*

<Files\\Interview\\P08- Romzi EngV> - reference coded [2.83% Coverage]

With change or transformation from various angles will give new life in this hospital business and staff will also be enthusiastic to come to work every day. In terms of performance may be can be further improved with this new life hospital. (Line 151 – 154)

<Files\\Interview\\P02-Husin EngV> - reference coded [1.97% Coverage]

I think with a CEO who is qualified to administer the hospital well, a lot of problems will be solved and the staff will also feel happy to work and be more motivated. (Line 176 – 178)

<Files\\Interview\\P03-Karena EngV> - reference coded [3.61% Coverage]

The staff will feel more part of the organisation, I mean there is a sense of belonging. With that feeling, the staff will be more motivated to work harder and have stable emotions. The workplace atmosphere will also be happier and not just the same from day to day. With a happy staff with an effective management pattern and a human touch, staff productivity will increase (Line 166 – 170)

<Files\\Interview\\P04- Hashim EngV> - reference coded [3.98% Coverage]

The CEO with full knowledge of hospital management and how to make this hospital competitive and subsequently develop it, this will make staff more enthusiastic in doing their jobs and more motivated because everyone works towards a clear goal and with the growth of this hospital more job opportunities can be created, services can be expanded and can attract more patients to get services in this hospital. (Line 179 – 184)

<Files\\Interview\\P06- Imelda EngV> - reference coded [1.83% Coverage]

Because with such a CEO we feel part of the team that will realize the company's objectives and goals. Our welfare will be more taken care of and we feels appreciated. (Line 164 – 166)

<Files\\Interview\\P04- Hashim EngV> - reference coded [2.50% Coverage]

Taking seriously about the improvement and development of the hospital is important so that the staff is passionate about work and human touch is necessary for employees to be more motivated to work together with management towards the mission and vision set. (Line 195 – 198)

<Files\\Interview\\P06- Imelda EngV> - reference coded [2.14% Coverage]

I think in this way it will bring positive changes to this hospital and will be more able to compete with other hospitals. The staff will also be more eager to work faithfully with this hospital. (Line 177 – 179)

<Files\\Interview\\P09- Aminah EngV> - reference coded [1.72% Coverage]

If these changes can be made, I believe this hospital will be able to attract more customers and patients and be on par with other private hospitals. (Line 149 – 150)

<Files\\Interview\\P10- Azhan EngV> - reference coded [1.38% Coverage]

To be able to stay in a very competitive healthcare arena and provide more job opportunities with the development of the hospital. (Line 181 – 182)

4.5.7 Results' Summary for Research Question 2

As a result of this data analysis, the thematic responses related to "improve your work performance" The participants revealed the effects of leadership best practises demonstrated within the workplace that impact employee performance in Premier Specialist Hospital, Malaysia. The participants reflected more on their leader's abilities to make changes or transform the current state of hospital management apart from a renewed mission and vision to compete with other specialist hospitals in Malaysia. The thematic responses are also related to results or consequences if the CEO makes the aforementioned changes. These results are dreamed of by the participants who will bring positive changes to Premier Specialist Hospital, which has been in the healthcare industry for 37 years. The responses received align with the transformational leadership style with charismatic elements. Charismatic attributes could significantly impact employee motivation and morale because they feed on human needs and factors such as caring, understanding, and support throughout their daily routine.

The participants revealed that characteristics, attributes, and traits are distinguishing qualities that a leader should demonstrate to bring about positive changes and build a strong relationship between the leader and employee to achieve their common goals and objectives. The participants reflected more on their leader's abilities to transform the current hospital, give direction, and take care of employee welfare, themes that emerged from the interview questions. As a result, Table 19 summarises the interview participant replies, and Figure 15 summarises the result, demonstrating the link between best leadership practises and employee performance for Research Question 2.

Table 19: Summary of Research Question 2

Research Question 2	Themes	Codes	Participant Verbatims
What is the influence of leadership best practices on employee performance in Premier Specialist Hospital, Malaysia?	*What changes CEO can do to improve work performance*	• Game Changer • Transformative • Strategic Thinker • Communicates regularly • Clear Direction • Strong Employee-Employer Relationship • Outstanding knowledge • Problem Solving • Social skill / Friendly • Competitive • Responsible • Charismatic	P01, P02, P03, P04, P05, P06, P07, P08, P09, P10.
	Why it made a difference	• New Spirit • Increased Motivation • Clear direction • Excellent Leadership • Sense of Belonging • Positive Emotion • Conducive	P01, P02, P03, P04, P05, P06, P07, P08, P09, P10.

	Workplace	
	• Increase Productivity	
	• Effective Management	
	• Growth / Expansion	
	• Promotes Teamwork	
	• Change / Transform	
Most effective ways of CEO leadership style in hospitals	• Knowledgeable	P01, P02, P03, P04, P05, P06, P07, P08, P09, P10. P01, P02, P03, P04, P05, P06, P07, P08, P09, P10.
	• Accurate / well informed decision	
	• Values Employee	
	• Strategic Thinker	
	• Responsible	
	• Dedicated	
	• Good personality traits	
	• Transformative	
	• Human Touch	
	• Strong and Resilient	
	• New Technologies	
	• Continuous Improvement	
Why do you feel the approaches would be most effective	• New Dimension	P01, P02, P03, P04, P05, P06, P07, P08, P09, P10.
	• Positive Change	
	• Goal Achievement	
	• Strong Leadership	
	• Clear Mission and Vision	

- Teamwork Culture
- Excellent hospital performance
- Competitive Edge
- Sense of Brotherhood
- Employee Retention

Figure 15: Results of Research Question 2
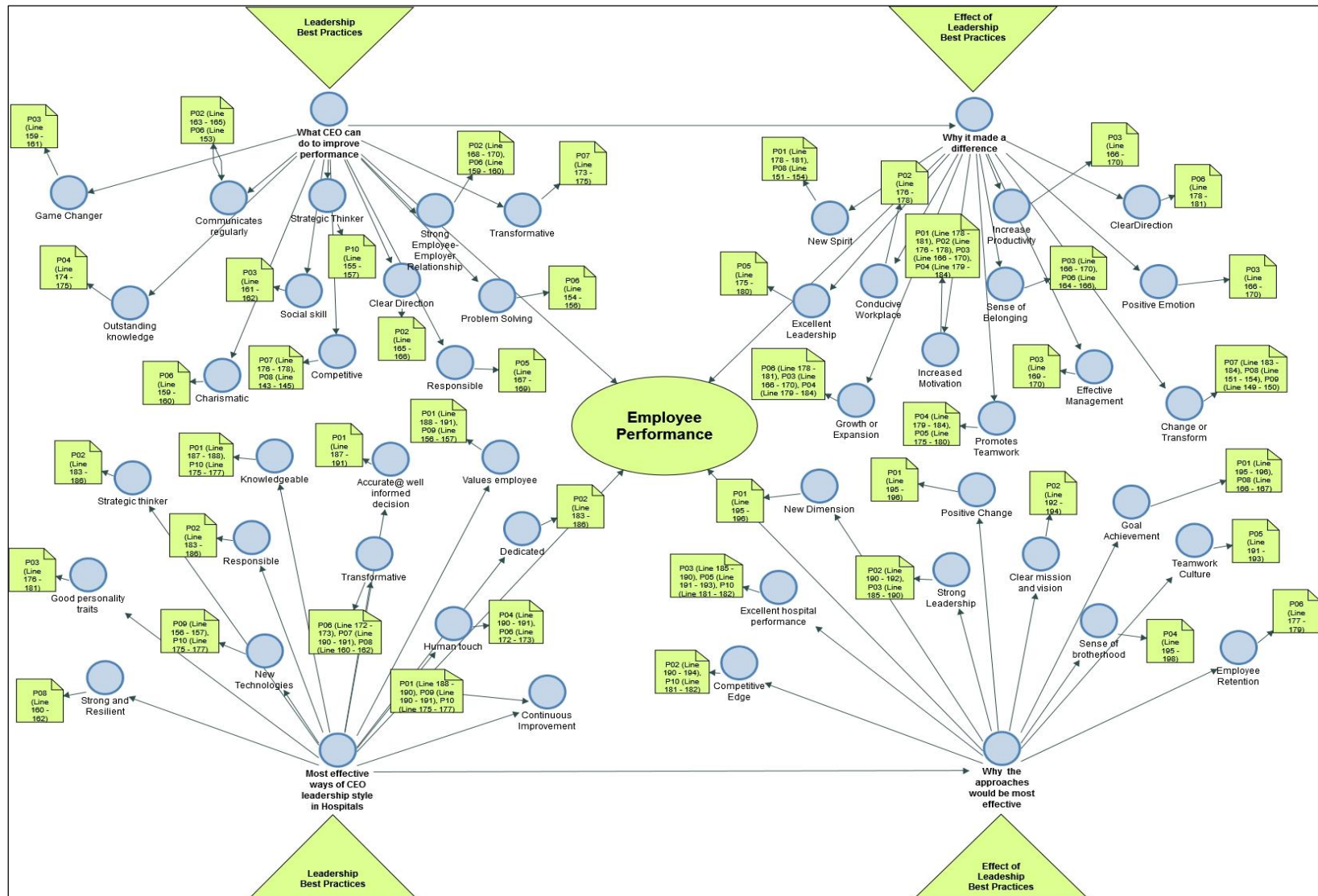
4.6 Research Question 3

As mentioned earlier, the third research question is: how does the conceptual framework link the best leadership practises and employees' performance in Premier Specialist Hospital, Malaysia? The themes in the conceptual model played a significant role in identifying the perceived characteristics of best leadership practises as the CEO leadership style, a combination of transformative and charismatic leadership styles, played a vital role in employees' ability to perform effectively in the workplace. The participants disclosed that a leader could positively or adversely affect workplace performance by implementing various leadership styles. Perceived behaviours and characteristics that influence workplace performance effectively communicate and motivate employees. Each participant voiced their levels of experience and perceptions of how different leadership styles can affect their ability to perform their job effectively.

Also, the researcher learned that some participants were able to act on their own without any guidance from their leader. However, they would have preferred if their leader had a clear direction and comprehensive strategic plan and communicated or guided them on what was required to perform the job in the workplace effectively. Motivation and morale were considered the main factors in employee performance, followed by duties and assignments and dedication towards work and/or the hospital. This factor was critical to the participants because employees wanted to feel motivated to come to work and perform effectively. The employees wanted to feel appreciated on the job to succeed. Excerpt from the interview verbatim as follows:

P08 stated (motivation and morale):

> *Mr F is liked by many because of his friendly and approachable personality. He introduced many activities that can strengthen brotherhood amongst staff, such as teambuilding activities, sports and also some CSR projects where every staff can take part. Many staff know Mr F because he always takes time to visit and greet the staff while they are working.*

> *What I admire is that one that brings a lot of changes to this hospital. All the CEOs I mentioned have their own respective strengths. Like Mr O in terms of the hospital management changes that he brought. Mr F in terms of the relationship that he built.*

P04 stated (motivation and morale):

> *To me, if the CEO has full knowledge of hospital management and how to make this hospital competitive and subsequently develop it, this will make staff more enthusiastic in doing their jobs and more motivated because everyone works towards a clear goal and with the growth of this hospital more job opportunities can be created, services can be expanded and can attract more patients to get services in this hospital.*

P03 stated (motivation and morale):

> *I think this hospital needs a CEO who is able to make a comprehensive change and so that the staff is more motivated to achieve a new mission and vision. I also hope to get a CEO who cares and is friendly with the staff so that the staff can be more open.*

> *The staff will feel more part of the organization. I mean, there is a sense of belonging. With that feeling, the staff will be more motivated to work harder and have stable emotions. The workplace atmosphere will also be happier and not just the same from day to day. With a happy staff with an effective*

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management pattern and a human touch, staff productivity will increase.

P06 verified (motivation and morale):

> *Well, myself included, and from what I could see from the other employees, we would wake up each morning eager to come to work, happy to come to work because we enjoyed the job. We enjoyed working for this CEO. So, his leadership style motivated us to come to work because we enjoyed working for him.*

P06 stated (task and assignments):

> *But depending on the way of governing, it certainly affects the motivation of staff and the results of their work. I noticed that during the time of Mr O and Mr F, staff were more enthusiastic about work and committed. I personally feel new energy and new inspiration to achieve the goals of the hospital. When the company's strategic plan and mission are communicated to the staff, the staff feel more involved in the plan, thus motivating them to achieve objectives, especially when they feel valued. The other CEOs, including the current ones, does not give the same feeling.*

P01 explained (commitment):

> *I am a person who is always committed to work and organisation. Maybe more committed if there is a direction for the hospital and staff to work together to realize that direction and be appreciated by the employer.*

P04 added:

> *The way Mr F behaves is liked by many probably because he is a friendly and a person who diligently greets staff. Many staff matters are taken into consideration and taken care of.*

Based on the findings of the analysis, a conceptual framework was developed that connects the characteristics of best leadership practises and employee performance at Premier Specialist Hospital. Malaysia has been developed as in Figure 16.

LEADERSHIP BEST PRACTICES

Characteristic

- Transformative
- Strategic Thinker
- Communicates regularly
- Clear Direction
- Strong Employee-Employer Relationship
- Outstanding knowledge
- Problem Solving
- Social skill / Friendly
- Competitive
- Responsible
- Charismatic
- Values Employee
- Dedicated
- Human Touch
- Strong and Resilient
- New Technologies
- Continuous Improvement

Outcomes

- New Spirit
- Increased Motivation
- Sense of Belonging
- Positive Emotion
- Conducive Workplace
- Increase Productivity
- Effective Management
- Growth / Expansion
- Promotes Teamwork
- Change / Transform
- Goal Achievement
- Strong Leadership
- Clear Mission and Vision
- Excellent hospital performance
- Competitive Edge
- Sense of Brotherhood
- Employee Retention

EMPLOYEE PERFORMANCE

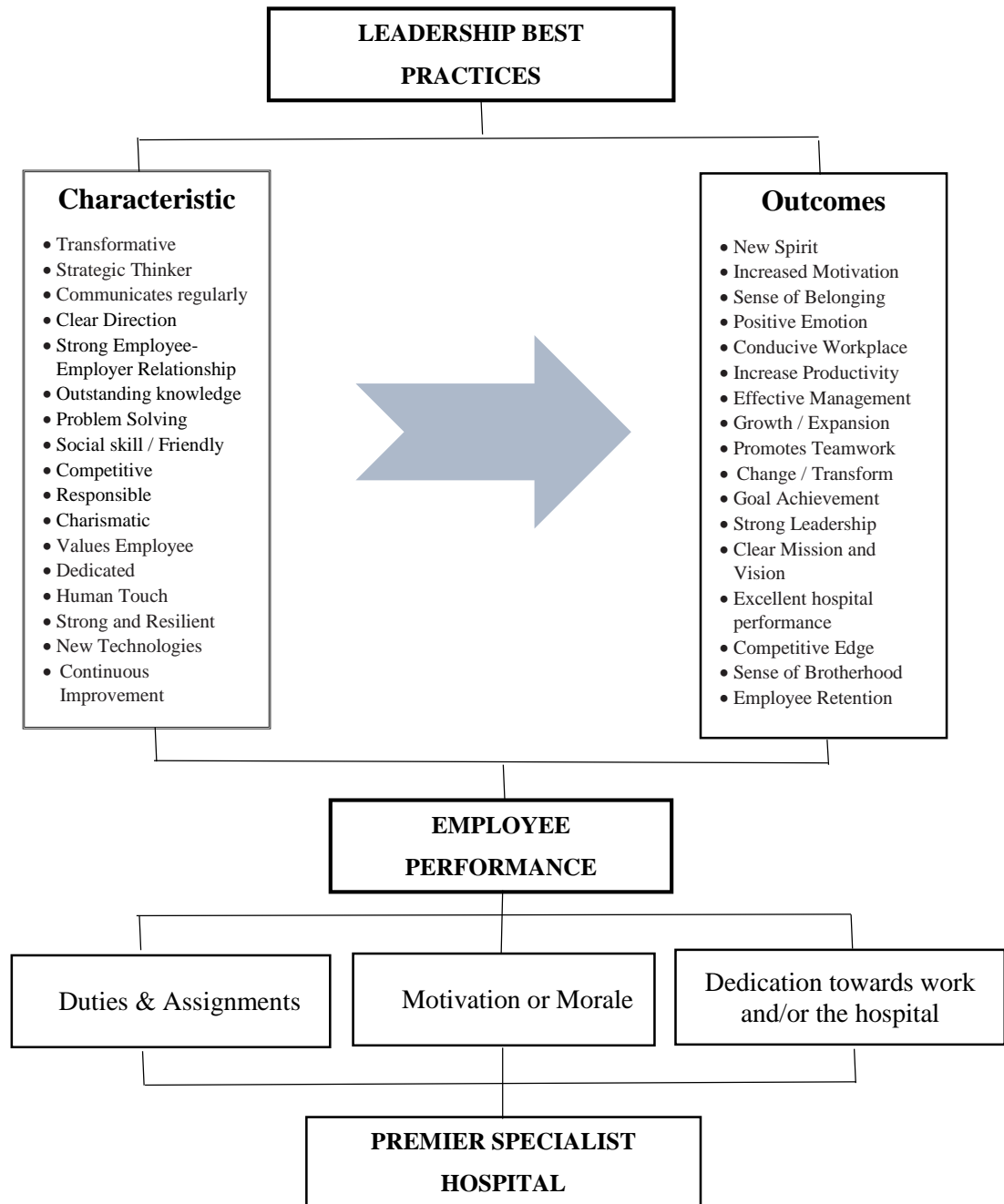| Duties & Assignments	Motivation or Morale	Dedication towards work and/or the hospital

PREMIER SPECIALIST HOSPITAL

Figure 16: Conceptual Framework - Results of Research Question 3

4.7   Evidence of Trustworthiness

4.7.1   Credibility

The answers obtained from the participants in the study may validate that the research results are correct, which increases the credibility of the results (Ben-Ari & Enosh 2011). A member-checking procedure was used in this study, which allowed the researcher to exchange data with participants and ensure they understood the data to establish trustworthiness and demonstrate credibility in the study (Marshall & Rossman 2011). A high level of credibility was obtained via the triangulation of data. In the data analysis procedure, the technique of triangulation was used. The data is triangulated using field notes, interview transcripts, and NVivo 12 coded results, then organised into emergent themes and patterns for synthesis and interpretation. This was done to reduce the risk of the researcher's personal opinions influencing the study and the likelihood of what was already known about the subject being added before and during the research process.

4.7.2   Transferability

The participant was deliberately selected by the researcher from the management level or from the position of head of department or unit, which reports directly to the CEO. The intentional sampling method of Premier Specialist Hospital employees with different levels of experience, gender, and age is used to improve the transferability of the results. The results are more transferable when drawn from a diverse group of employees. The protocol classifications provided in this study were intended to assist other researchers in determining the extent to which they may discover and conduct additional studies to

examine and explore how employees' perceptions of leadership styles impact employee performance in a healthcare setting. Furthermore, because an open-ended questionnaire interview technique was used to encompass and get in-depth opinions, outlooks, and experiences from the participants in this study, the data collected was thorough, full of precise descriptions, and heavy. In this research study, the differences between the chosen people were transferrable.

4.7.3 Dependability

The use of triangulation and creating an audit trail of the study process contributed to the results' increased reliability. Numerous interviews were conducted as part of the study, resulting in data triangulation. Reliability was essential to ensure that the researcher was aware of any changes that would affect the study procedure and that the research team accurately recorded the changes (Marshall & Rossman 2011). A research guide throughout the study process helped create an audit trail by monitoring the process from start to finish (Ben-Ari et al. 2011; Borrego et al. 2011).

4.7.4 Confirmability

When explanations of interviews are meaningful and correctly reproduce the intended messages of participants, as compared to the researcher's preconceived opinions, this is referred to as confirmability (Seidman 2013). The participants carefully examined their answers and the researcher's notes to verify that the data collected was accurate and that confirmability could be achieved. When participants in the research examined the

information, they had gathered throughout the interview process, this was referred to as "member checking." This was done to ensure that the participants' answers were consistent with their intended meaning throughout the interview procedure.

According to Klenke (2016), researchers must continue to gather data until they reach a point of saturation with information. When it comes to assessing data saturation, there are two rules that researchers should follow. Firstly, researchers must define the sample for the first study. Second is the discontinuing criteria, which measures the number of further interviews that result in no more common themes or new ideas in the research project, as measured by the number of extra interviews.

While the present research was in progress, data collection and analysis were carried out till the stopping criteria were met. Data saturation is ensured through a continuous comparison technique developed by Strauss and Corbin in 1998 (Brannen 2017). A constant comparative method consists of four steps: (a) open coding for each line in the record; (b) detection of recurring themes and interpretations; (c) documentation of connections between the established transcript and other transcripts for emerging themes; and (d) documentation of the investigation's outcome. According to Brannen (2017), researchers must constantly add words to code data, resulting in either repetition or new themes.

There were ten interviews with participants, with a goal number of three more interviews as a discontinuation target after the first ten. After interviewing ten individuals, no new information was discovered, and further coding was required, allowing for the reproducibility of the results. After removing the goal number, the researcher questioned three more people, resulting in the discovery of no new themes and the completion of data

saturation. Once the transcriptions of their interviews were completed, the participants were given the option of accessing a copy of the transcripts. Several requests for copies of the interview transcripts were received, and these were promptly sent to the participants' verified email addresses.

4.8   Discrepant Cases

Despite age variations, years in the role, and educational backgrounds, participants agreed in their views of leadership styles that affect work performance. All of the interview data for this research study was coded by hand to generate triangulation and discover discrepancies.

4.9   Emergent Themes

As a result of this data analysis, it was discovered that the interview questions elicited four distinct types of leadership styles from the employees' perspectives.

4.10   Conclusion

The major research goal was to investigate employee views of the CEO's behaviour and perceived qualities at Premier Specialist Hospital in Kuala Lumpur and how this impacts workplace performance. This leads to the research study's ending discussion, interpretations, results, additional recommendations, and conclusions in Chapter 5. It discusses the rationale for choosing the issue, credibility concerns, and ethical requirements. A summary of the chapter's important ideas concludes the section. The purpose of this qualitative phenomenology study was to learn about employees'

impressions of leadership styles and how they influence workplace performance. The interview transcripts were analysed using the NVivo 12 application to uncover themes based on the participants' life experiences. Chapter 5 includes an overview of the study's results, limitations, and implications, conclusions, research recommendations, and a chapter summary.

CHAPTER FIVE
DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1   Introduction

While the interviews with participants were presented in the previous chapter, this chapter discusses these results based on the study's primary objective and research questions. Then, this chapter discusses the limitations and the practical and theoretical contributions of this study. This chapter ends after providing some recommendations.

5.2   Discussion of Results

The discussion of the research's results and outcomes has added to the body of knowledge on this subject. The following discussion is organised around the study's research questions.

5.2.1   Results of Research Question 1

The first outcomes, for Research Question 1, participants described ideal leadership is defined as a kind of leadership that has a clear direction, is forward-thinking, is decisive, has emotional maturity, the capacity to execute the correct plan at the right moment, exudes confidence, and communicates openly. Several participants expressed their belief that an ideal leader should assist many people and ensure that followers succeed in their respective fields. These perceptions, beliefs, and ideas that were Graf's viewpoints, Quaquebeke and Dick (2011), are verified.

The findings of this study also aligned with previous scholars. These scholars also supported the idea that leadership should have a clear direction (Mistarihi 2021; Shao 2019; Shao, Feng, & Hu 2017; Goldmand 2012; Hasbi 2012; Clawson 2008), is forward-thinking (Mistarihi 2021; Shao, Feng, & Hu 2017), is decisive (Mistarihi 2021; Shao 2019; Ruben 2019; Shao, Feng, & Hu 2017; Hasbi 2012), emotional maturity (Shao, Feng, & Hu 2017; Hasbi 2012; Clawson 2008), execute the correct plan at the right moment (Shao 2019; Shao, Feng, & Hu 2017; Clawson 2008), exudes confidence (Irtaimeh 2018; Norzailan, Yusof & Othman 2016; Hasbi 2012), and communicates openly (Mistarihi 2021; Heinen et al. 2019; Ruben 2019; Shao 2019; Irtaimeh 2018; Norzailan, Yusof & Othman 2016; Hasbi 2012; Clawson 2008).

The finding of this study demonstrates that most participants firmly believe that the characteristics of a transformative and charismatic leader may substantially contribute to exceptional performance among employees. The participants focused their attention on the motivation and morale of their co-workers, suggesting that leaders who had this characteristic would impact workplace performance. Transformational leadership involves the leader working with workers to identify the necessary change, developing a vision to drive the change via inspiration, and implementing the change in collaboration with dedicated group members. The participants also highlighted the importance of human factors contributing to employee motivation and morale.

According to Bedoya (2018), transformative leaders have actively participated in the change process themselves, thereby supporting others in succeeding. According to Okoli et al. (2021), a transformational leader pushes their followers to achieve greater corporate goals. Bass went on to say that transformative leaders employ idealistic influence,

inspiration, intellectual stimulation, and individual consideration to achieve organisational goals. According to the 10 research participants, transformational leadership may look forward to a brighter future while also addressing the root causes of problems. They also stated that this leadership style should encourage cultural transformation, cross-collaboration, continual learning, and open communication among the group's members. The core of the study participants' attitudes and beliefs are aligned with Bass's (1985) conceptual framework on transformational leadership, as mentioned in Chapter 2.

According to Nasir et al. (2022) and Paulien (2012), transformational leadership can only be fully understood by comprehending the culture in which it is embedded. According to Schuh et al. (2013), a transformational leader may articulate a compelling vision to encourage followers by articulating the company's growth opportunities. Another claim made by Schuh et al. was that transformational leaders' moral leadership behaviours would be connected with improved staff efforts both inside and outside the workplace. In contrast, authoritarian leadership behaviours would decrease employee efforts in both areas. In addition, Zacher et al. (2014) said that transformational leaders' knowledge has a beneficial influence on the quality of the leader-member exchange construct, which is a construct used to evaluate the effectiveness of transformational leaders.

The study results on this subject supported Bass' (1985) transformational leadership theory. Participants felt inspired and motivated to attain more significant corporate objectives in response to transformational leadership. Furthermore, these results corroborated what was already known in the area due to recent research. The views expressed by Paulien (2012) and Schuh et al. (2013) were mirrored by participants in this research. A transformational leadership style, according to participants, is a leadership style

that aids in the facilitation of organisational change and innovation for the whole company. Transformational leadership also has the potential to support the development of employees. According to participants, they could also take risks and think outside the box to initiate and maintain change throughout the company.

This research supported the results of Schuh et al. (2013) on the importance of leaders in motivating and as a role modelling for the company. According to Nasir et al. (2022) and Schuh et al. (2013), transformational leaders can inspire followers and discover appealing growth possibilities for the company. That is precisely what happened with the individuals in the study. Participants from various backgrounds expressed a desire to follow the transformational leader's example and guidance to work hard and accomplish larger organisational objectives. The researcher also discovered a lack in the literature by defining the specific abilities that a successful transformational leader should have in Malaysia's healthcare organisation. This addressed the gap in the literature.

It has been determined that the research goals, which were to identify characteristics of the best leadership techniques to improve employee performance at Premier Specialist Hospital, Malaysia, substantially, have been fulfilled as per the results of Research Question 1. The study added to this body of knowledge by highlighting additional characteristics that a transformational leader should have in the study's chosen firm. A transformational leader, according to participants, should be future-focused, address root causes of problems, promote cultural change, encourage cross-collaboration and continuous learning, and build an open and effective communication environment.

When employees are given clear guidance, receive continuous communication, and are shown care and gratitude, their motivation will grow, positively affecting their performance and dedication to the company.

5.2.2   Results of Research Question 2

The second set of results were based on research question 2. This data analysis established theme responses about "improving work performance." A study conducted at Premier Specialist Hospital in Malaysia examined the influence of best leadership practises exhibited in the workplace on the performance of the workforce. The participants disclosed more about their leader's capacity to change or modify the current state of hospital management and a new objective and vision to compete with other specialist hospitals in Malaysia. The consequences or implications of the CEO's recommended course of action were also addressed in the thematic responses. The participants are hopeful that the results will be favourable and that Premier Specialist Hospital, which has been in the healthcare industry for 37 years, will see significant changes.

According to the feedback obtained, the transformational leadership style imbued with charismatic qualities is constant. Charismatic qualities may significantly influence employee motivation and morale since they feed on physiological needs such as caring, understanding, and support throughout their routine, which can be highly motivating. This study's findings are consistent with those of Williams et al. (2018) and Jones and George (2006), who found that transformational managers are charismatic in their behaviour and have a vision of how things should be done in teams and companies that differs significantly from the usual. They also stated that a vision like this enables considerable improvements

in group and organisational performance.

One of four fundamental elements of transformative leadership, according to Changar and Atan (2021), is inspired motivation. In fact, inspirational motivation entails being able to persuade others to share your enthusiasm and drive for achieving company objectives. The attributes of inspirational drive and idealised influence are inextricably linked, and they're occasionally combined to get a charisma score (Bass 1998). According to a study conducted by Bono and Judge (2003), the charisma factor of transformational leadership had the greatest impact on study participants. Previously, Bass (1985) emphasised the transformative leader's ability to establish charisma.

Then, according to Walumbwa and Hartnell (2011), transformational leadership promotes followers to build a positive relationship with their boss, which leads to improved work performance for 138 employees. According to Abbas et al. (2012), transformational leadership characteristics positively impact the four components of workers' creative work behaviour: idea promotion, idea generation, work dedication, concept execution, and other aspects. According to Mokgolo et al. (2012), transformational leadership positively impacts the work performance of people who follow it.

Tebeian (2012) explains that leadership that transforms may successfully drive team members toward achieving their intended team goals. Employee performance and transformative leadership have a favourable connection (Carter et al. 2012). Also, it was discovered that workers' relational identification with their managers and employees' self-efficacy beliefs might contribute to greater levels of job performance (Cavazotte et al. 2013). It has been shown by Kittikunchotiwut (2020) that transformational leadership has a more substantial effect on financial success than transactional leadership. According to

Uddin et al. (2014), there is a favourable connection between transformational leadership and employee job performance in organisations. It was discovered that a CEO's transformational leadership style might have a beneficial impact on both its objective and subjective performance (Kim et al. 2014).

Furthermore, transformational leadership has a positive relationship with workers' ability to do their best at work (Fernet et al. 2015). To achieve positive change and a strong connection between a leader and an employee, the participants identified the distinguishing characteristics a leader should have to achieve a shared goal or set of goals for the organisation. The interview question encouraged the participants to think more deeply about their leader's abilities to change the current hospital, give direction, and look after the wellbeing of their employees.

Through the results of Research Question 2, the study's objectives to establish leadership best practises on employee performance in Premier Specialist Hospital, Malaysia, have been met. The results on this subject supported the previously stated body of knowledge and the literature review in Chapter 2. Most study participants said they felt inspired and driven to succeed and perform their duties better due to their superior's transformational leadership. These results were consistent with the viewpoints of the academics who had previously been referred to. A significant number of participants described their work experiences. Many said that they were motivated and enjoyed working more due to the impact of their transformational leader, which was a positive response. Participants stated that the inspiring encouragement they received from their transformational leader had increased their motivation and, as a result, helped them perform better on the job.

5.2.3 Results on Research Question 3

The third set of results were based on research question 3. This theme stands out as the most crucial theme in this study because it reflects the importance of leadership style characteristics. Its effect on employee performance, in turn, contributes to organisational performance outcomes – Premier Specialist Hospital, Kuala Lumpur. The themes obtained from the research analysis were critical in developing a conceptual model of the perceived characteristics of best leadership practises as the CEO leadership style.

A transformative with some elements of charismatic leadership characteristics was shown to be essential in employees' ability to operate well in the workplace. Participants indicated that a leader might use some leadership styles, each of which can have a favourable or unfavourable effect on the performance of their employees. One of the acknowledged behaviours and traits that influence workplace success has been identified as communicating and encouraging others effectively. During the discussion, each member expressed their degree of experience and views on how various leadership styles may affect their ability to do their jobs successfully.

Khan et al. (2020) and Yang (2012) found that the different aspects of transformational leadership positively impacted workers' job fulfilment, resulting in outstanding employee performance. A positive, linear, and significant connection exists between transformational leadership and job satisfaction and psychological well-being in workers (Munir et al. 2012). Thus, policymakers in the healthcare sector should provide the groundwork for implementing transformational leadership to improve emergency physicians and nurses' job satisfaction and performance (Ghorbanian et al. 2012).

Furthermore, job fulfilment among 935 paediatric registered nurses working in hospitals was positively associated with transformational leadership (Roberts-Turner et al. 2014). According to Top et al. (2015), it is believed that transformational leadership is critical for Turkish hospitals to use to enhance employee job satisfaction and performance. According to the results, most of the participants in this research said that they would be more productive in their professions if transformational leadership were implemented at their workplace.

Furthermore, the researcher found that a proportion of the participants could function independently without their leader, even though they knew that he was there. However, they would have preferred it if their leader had furnished them with proper guidance and a comprehensive strategic plan and had communicated or instructed them on what was required of them to do their jobs effectively at work. Employee performance was primarily driven by motivation and morale, duties and assignments, and dedication to work and/or the hospital. For the participants, this aspect was critical because they wanted to be motivated to come to work and do their best every day. Employees desire to feel valued on the job in order to thrive at work.

Through the results of Research Question 3, the study objective to present a conceptual framework linking characteristics of best leadership practises and employee performance in Premier Specialist Hospital has been established. Based on the findings of the analysis, a conceptual framework was developed that connects the characteristics of best leadership practises and employee performance at Premier Specialist Hospital. Malaysia has been developed as in Figure 16 (chapter 4). In this study, the views of Munir et al. (2012), Ghorbanian et al. (2012), Laglera (2013), Amin et al. (2013), Negussie and

Demissie (2013), Roberts-Turner et al. (2014), and Top et al. (2015) were all verified. Based on the prior CEO's transformative leadership, these participants stated that they had an increased feeling of drive and morale, which resulted in increased work satisfaction and performance.

5.2.4   Summary of Results

Generally, the results on all the themes linked to research questions 1, 2, and 3 supported the body of information previously discovered in the research literature. People who took part in the study said they felt appreciated, valued, supported, understood, trusted, connected, energized, challenged, inspired, driven, and acknowledged as part of the larger vision. As a result of their experiences with transformational leadership, participants expressed their desire for self-determination, competence, and a sense of belonging in their work. Participants expressed higher loyalty to their leader and the overall company when such psychological criteria were fulfilled. These results corroborated the results of Deci and Ryan (2012) and Kovjanic et al. (2013). These results are also compatible with the theoretical paradigm developed by Bass (1985) and Burns (1978). The fulfilment of workers' expectations is a critical factor in designing transformational leadership.

As a result of this data analysis, participants discovered the influence of leadership processes demonstrated within the working environment on employee performance at Premier Specialist Hospital in Malaysia. Apart from the capacity to re-establish purpose and vision, participants evaluated their leader's ability to make changes or improve the existing state of hospital administration to compete with other specialist hospitals in Malaysia. Unless the CEO executes the previously stated efforts, the thematic answers will

be linked to specific results or outcomes and the CEO's actions. The participants desire a positive conclusion because it would result in positive changes for Premier Specialist Hospital, which has been in the medical services industry for a long time.

The responses are consistent with a transformative leadership style infused with charismatic elements that significantly impact employee inspiration and confidence. They benefit from human necessities and factors, including mindfulness, understanding, and support throughout their day-to-day routine (Acker 2005). Participants discussed their leader's ability to alter the current hospital, give direction, and deal with employee social assistance, all of which were topics that emerged from the study question (Adler 2008).

A significant contribution was made to distinguishing the evident characteristics of best leadership practises and the CEO leadership style by the themes obtained from the responders throughout the interview process. Employees' ability to act successfully in the workplace becomes more dependent on their ability to engage in transformative leadership styles. According to the participants, a leader may use a variety of leadership styles, each of which can have a positive or harmful impact on the performance of the work environment. One of the most noticeable behaviours and characteristics that influenced work environment performance was the ability to effectively communicate with and inspire individuals. Many participants showed some degree of interest in and understood the implications of various leadership styles on an individual's ability to do their job effectively.

On the other hand, the researcher discovered that those who responded were given a chance to move ahead on their initiative rather than instructed by their employer. However, they would have liked if their boss had provided them with a comprehensive direction and a thorough essential arrangement to teach or train them on what was needed

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to effectively do the job in the working environment, regardless of the circumstances (Al-Malki 2008). Employee motivation and morale were deemed the most significant variables in determining their level of performance, followed by their tasks and responsibilities and their commitment to their jobs or the hospital.

Participants were concerned about this aspect since workers needed to be motivated to work and do an excellent job to be effective. This research also discovered that the reactions were consistent with the qualities of a transformational leader with some charismatic elements. Participants expressed a need for more inspiration and motivation, indicating that this characteristic may enhance the performance of employees in the workplace. A straightforward route, frequent interaction, care, and acknowledgement will have increased employee motivation, which will impact how they perform and their responsibility to the company (Amanchukwu 2015).

It is a transformative leadership style. The leader collaborates with workers to identify the necessary change, develops a vision to drive the change via motivation, and implements relationships with dedicated people from the group. Employee motivation and assurance are boosted, in part, by human factors, according to the survey participants. This analysis provides some administrative suggestions. Companies should be led by outstanding leaders who ensure that people are directed appropriately in their daily activities and that corporate goals are met. This research shows that the transformational leadership style impacts employee performance more than other leadership methods because it incorporates charisma into its design.

Achieving long-term success in today's competitive business climate requires the unique evidence of a qualified and highly competent leader, which is especially true in the Malaysian private healthcare industry. As a result, businesses should abide by the suggested method of majority rule leadership rather than other leadership styles since workers are widely recognised as the most critical resource in such organisations. Their success is highly dependent on the leadership style. As a result, offering organisations driven by extremely suited leadership can yield a more evolved performance. In a nutshell, the leadership style should be prioritized, especially given the arbitrator analysis in this study, which shows that transformational leadership seems ideal in Premier Specialist Hospital Kuala Lumpur. However, despite its many contributions, this study has certain limits, with anticipated signals for future research (Anbazhagan 2014).

5.3   Limitation of the Study

The study's limitations were that it used a deliberate sample of just ten people from a single health care institution in Kuala Lumpur, Malaysia. A significant factor in the decision to gather data from one institution was the researcher's limited time and financial resources. Collecting data from numerous sites would have been prohibitively time-consuming and expensive and would have been severely constrained during this time of the Covid-19 epidemic. Additionally, the sample size is limited to Malaysian participants, which may restrict the generalizability of the results. It is suggested that additional studies be conducted to validate these results in various cultural contexts. Furthermore, since global organisation employees support the research results as the institution, its generalizability to other work settings is possibly undesirable. Consequently, further attempts to broaden the scope of this study to include many other kinds of organisations may be necessary.

Inaccurate answers to the interview questions provided by certain participants may be a further restriction. Finally, researcher bias may significantly restrict the study's results. Using qualitative research as an example, Maxwell (2013) argued that researcher bias and reactivity are the two most serious validity concerns. By striving to be as impartial as possible, the researcher could reduce their prejudice. According to Maxwell, the goal of qualitative research is not to remove researcher reactions but rather to understand and use them constructively. This is accomplished by being aware of the concept and being as objective as possible to represent what the ten participants intended to communicate in this research study, as defined by Maxwell's theory.

5.4   Research Contributions

5.4.1   Practical Contribution

This research includes many useful contributions for the administration of Premier Specialist Hospital Kuala Lumpur, as well as several good contributions for leadership practice. Transformational leadership has the potential to positively impact the workforce's willingness to accept the significant changes occurring in the health care system. Leading by example and motivating healthcare workers to do their best for patients and their families' care may benefit the organisation. All stakeholders may work together to accomplish organisational objectives by using the four dimensions of transformational leadership to help illustrate the way, help motivate the inner-self, and enable everyone to realise the company's goals. This can also benefit healthcare companies by encouraging and motivating employees to be the most responsible and highly dependable in their patient care activities, families, and teammates in their everyday practice.

Second, transformational leadership may improve staff morale and increase work satisfaction among employees. It is hoped that this would encourage workers to be passionate about their jobs and to work more effectively in the most conscientious way possible. This is because transformational leadership can inspire, encourage, and push healthcare professionals in their sincere attempts to provide superior treatment while also providing exceptional customer service. They may be willing to facilitate each employee's becoming more responsible for their performance following the performance indicators. As a result, performance assessment is essential because it may detect the differences between the present state and the intended condition of patient and organisational results.

In addition, transformational leadership may aid in the process of achieving a competitive advantage for Premier Specialist Hospital by transforming the corporate culture to put patient safety at the focus and most significant value in the organisation. As a result, the results of this research project may be used to inform others about how critical it is to use transformational leadership to assist healthcare organisations in becoming extraordinarily dependable and responsible. When transformational leadership is provided, healthcare staff may experience increased morale and a greater desire to go the additional mile to assist patients and their families. This study serves to educate people about how transformational leadership may help close performance gaps and aid businesses in providing great medical care and customer service.

In addition, transformational leadership may assist in clarifying the roles, duties, and performance standards to alleviate any emotional distress connected with the transition, allowing companies to become more responsible and dependable in their operations. The other point is that transformational leadership may be able to assist in rewarding individuals for their efforts to be responsible in a health system that is constantly shifting. Transformational leadership may be beneficial in recruiting new employees who are ready to accept responsibility for their actions. Additionally, transformational leaders may contribute to developing a patient-centric approach in health care companies, with accountability, dependability, and high levels of patient satisfaction serving as the foundational qualities.

Overall, the research results may positively impact leadership practice in such large-scale settings. As a result of this study, the company may become more conscious of the necessity of using transformational leadership throughout all healthcare settings. The

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research results may help raise awareness of the beneficial impact of transformational leadership on achieving corporate objectives. Incorporating transformational leadership principles into organisational operations may enable leaders to help workers be more accountable in their interactions with patients and their families and their coworkers and colleagues by meeting their fundamental psychological requirements. As such, transformational leadership practices may assist health care organisations in becoming more responsible and highly dependable in the context of Malaysia's healthcare reform and change in the macroeconomic environment.

Other than that, the study also may have the ability to influence an individual employees' knowledge of the significance of excellent leadership practices and the impact that these practices have on a workers' performance and work fulfilment. Due to this situation, the individual employee may be strongly influenced to go above and beyond the call of duty to achieve occupational greatness. The research results may lead to good societal change personally due to increased knowledge of their psychological needs. Because of this knowledge, leaders and employees may understand one another better and establish more productive working relationships. It is recommended that future research may include additional healthcare institutions in Malaysia as participants.

The work may also enhance future research studies, including workers from other sectors beyond the health care arena, to investigate or analyse how transformational leadership impacts employees' performance and job satisfaction in the organisation. Therefore, organisational leaders may assist in meeting the requirements of their workers to create good relationships and, as a result, accomplish corporate goals. Additionally, the information acquired by individual workers because of the research may help bring about

good societal change in the future. The workers' knowledge may be used to educate future academics, programme creators and educators, companies, and other industries on the most effective leadership styles that may result in the most beneficial employee outcomes. The research may also impact academic thinking on how transformational leadership may inspire healthcare employees from a holistic viewpoint, which will be helpful in the future.

5.4.2   Theoretical Contribution

This research may contribute to the body of information about how leadership impacts staff performance and work fulfilment in hospital settings, which is currently lacking. The study has made significant additions to our knowledge of Bass's (1985) leadership theory, which is a good development. Transformational leaders could use their idealised influence to establish examples for healthcare employees to follow, such as inspirational motivation to assist healthcare professionals in their quest for career excellence. Furthermore, transformational leaders may use intellectual stimulation to encourage the inventiveness of healthcare workers, thus increasing their overall feeling of job contentment with their work. Finally, transformational leaders may utilise personalised attention to assist with individual mentoring and coaching of workers, thus adding to the performance of health care professionals in organisations.

In particular, the research may offer a glimpse into how transformational leadership may assist in fulfilling the welfare of healthcare workers by including them in different discoveries and allowing them to reach their full potential. A study by Dust, Resick, and Mawritz (2014) on the psychological empowerment of transformative leadership may also

help comprehend the current investigation results. They asserted that psychological empowerment is related to workers' complete motivating traits associated with their professional actions, as shown by Dust, Resick, and Mawritz (2014).

They also added that the psychological empowerment of workers could buffer connections between transformative leadership and employee job performance. Theoretical knowledge of how health care professionals feel psychologically empowered due to transformational leadership may be enhanced due to the study. Hopefully, the results of this research work will contribute to a better understanding of the point of view expressed by Dust, Resick, and Mawritz (2014). According to them, transformational leadership can psychologically inspire workers, particularly healthcare professionals, to search for optimal work-related performance and job satisfaction. Transformative leaders, according to Bass (1985), serve as role models (idealized influence), motivate followers (inspirational motivation), excite the mind (intellectual stimulation), and show personalised care for their workers' needs and development (individualized consideration). Through this study, the researcher will better understand how and why transformational leaders may influence their followers to achieve good organisational results.

More importantly, the relationship between leaders' personalised attention and idealised influence may be moderated by the workers' emotional, organisational commitment (Alkahtani (2016; Franke & Felfe 2011). In Premier Specialist Hospital in Kuala Lumpur, Malaysia, it was investigated how health care employees felt about transformational leadership. Diverse study participants said they felt more motivated, supported, valued, and loyal toward their company and leader due to transformational leadership practises in their organisations.

The satisfaction of this study is that it may contribute to a better grasp of theoretical knowledge in a specific area and is a rewarding experience. This dissertation study may add to the theoretical knowledge of leadership style theory in general, which is encouraging. To effectively lead, it is necessary to grasp the complexities of Bass's (1985) transformational leadership theory and the impact of that leadership on workers. The research project's results may contribute to positive social change by assisting leaders in other health care organisations or sectors in using comparable methods to enhance overall organisational results. This, in consequence, may contribute to the development of a better society, which transformational leadership may aid in the promotion.

Based on the study's results, local or international healthcare companies have a recent update about the significance of identifying leadership best practises and their beneficial impact on staff performance. The research can also enlighten others beyond the health care industry on how higher morale, increased productivity, and enhanced employee job satisfaction and performance can be fostered by selecting the appropriate leadership team. With the dissertation study, the researcher hopes to educate the public on the significance of transformational leadership and its impact on healthcare professionals' performance and job satisfaction.

Furthermore, it is critical to communicate the study's results so that future researchers and organisational leaders may benefit from them. Organisational leaders in the health care industry may benefit from this research because it will help them better understand how transformational leadership can assist them in meeting the emotional needs of their employees. With this understanding, they will undertake their leadership strategy better to implement plans of action to facilitate employee motivation and occupational

competence.

5.5   Recommendations

Additional research may be required to establish the validity of the main themes that emerged from this qualitative investigation, which may be essential due to the limited scope of the ten research participants that were chosen for this study. Future researchers may use a different qualitative method to investigate the same phenomena, such as interviewing individuals who have had transformational leadership experiences in various contexts or organisations. Future qualitative researchers in Malaysia may collaborate with more organisations and sectors to generate more valid data and create more relevant results.

This study may serve as a starting point for future research to examine the effect of transformational leadership on employee outcomes and results for the organisation. In this study, only ten participants were chosen from a single specialist hospital in Kuala Lumpur, Malaysia, and the results were derived from their responses. Future researchers are encouraged to expand their perspective by recruiting a broader sample of participants in a quantitative study to examine this phenomenon from the perspectives of various age groups and occupational designations. Heads of departments or managers at the management level who report directly to the CEO are among the research participants in this study. No one from the other designations and age groups (younger generation) who did not report directly to the CEO was represented in the group.

These study participants happened to be a group of highly educated professionals who are enthusiastic about their futures at the Premier Specialist Hospital in Kuala Lumpur. The researcher would suggest that future research should include a representative sample of participants to see if there are any variations in views regarding lived experiences associated with younger employees or with other designated groups within the organisation. This kind of research with an even distribution may reveal different results. There may be variations in conclusions, leading to variations in suggestions for action and research.

Nevertheless, it is highly suggested that future researchers use a different study technique, such as quantitative research, to investigate this phenomenon by using a larger sample size in their investigations. Furthermore, it is suggested that future research may broaden the scope of the study to include additional healthcare institutions in Malaysia. It is anticipated that the results of this research will contribute to a better understanding of how transformational leadership characteristics may motivate healthcare employees to achieve success in their careers.

Although transformational leadership is more indicative of employee performance in this and other research, it may be beneficial to suggest that this company allocate resources to an initiative. The first recommendation is to inspire and motivate employees to pursue occupational excellence. The appointment of leaders in Premier Specialist Hospital needs to be re-evaluated, considering the results, to ensure their efforts are directed toward achieving occupational excellence. Healthcare leaders must comprehend the entire range of consequences that transformative leadership may have on their people and their work environments. According to the results of this study, the workers at Premier Specialist

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Hospital Kuala Lumpur have a positive relationship with transformational leadership.

Accordingly, the second suggestion is for other healthcare companies to adopt transformational leadership practises to motivate their workforce. Informed by the results of this research, health care management and policymakers may be better equipped to choose the most effective methods to use to achieve the most desired organisational results. It was discovered in this research that transformational leadership has a substantial impact on the well-being of its workers. Because of this, it is suggested that leaders in healthcare settings explore utilising such influence as a crucial foundation for future decision-making in their operations. This research may offer future leaders some suggestions on how to understand the significance of such an impact on employee performance and work fulfilment, as shown by the results.

It is suggested that for the existing leaders at Premier Specialist Hospital, transformational leadership education be incorporated into the required yearly learning and performance evaluations conducted annually. Contemporary leaders must get familiar with the idea of transformational leadership and the ramifications of this theory. It is also suggested that transformational leadership training be included in the yearly performance evaluations of top officials. Through such a system, existing leaders may be evaluated based on their leadership learning and practise performance. It can also be used to recognise and reward individuals who demonstrate excellence in transformational leadership knowledge and practise in real-life scenarios.

Leaders at Premier Specialist Hospital would benefit from implementing a leadership mentoring program. They would constantly receive constructive feedback on their practises and correspond to the positive characteristics that promote feasible and assertive transformational leadership behaviour. It is also recommended that these leaders get transformational leadership training since developing management in this approach would assist them in rousing, exciting, and pulling in their employees. Still, it will significantly improve the overall performance of the specialised departments. When it comes to engaging with workers, leaders should encourage their followers to be more creative and innovative by offering them the chance to challenge preconceptions, re-evaluate problems, and tackle old circumstances in novel ways.

Establishing a leadership mentorship programme to assist in developing new leaders is also suggested. Senior leaders should mentor young people to help them become better leaders for the future. Since the senior leader is more acquainted with the organisation's culture and the transformational leadership practice, it is anticipated that the senior leader would mentor and assist the junior leaders as they strive for mastery in their transformational leadership practice. In addition, the Human Resources Department may decide to concentrate on their talent management system on recruiting, developing, and keeping transformational leaders, which could have a long-term effect on the company as workers become and stay committed to them.

5.6   Conclusion

The effectiveness of the several leadership philosophies (charismatic, laissez-faire, autocratic, and transformational) as they relate to employee performance is assessed in this study. This analysis suggests that they get along well with one another. The three leadership philosophies that are most successful at limiting behaviour are the transformative leadership style, the charismatic leadership style, and the laissez-faire leadership style. It was found that scores in transformational leadership styles were fundamentally and strongly linked to the three dimensions of employee productivity. This was true even when taking into account how uplifting and inspiring a leader is and how much that has to do with how well employees perform.

Any gaps between an employee and the organisation can be filled with leadership. In order to identify which types of leadership are most effective, the concepts of leadership styles, organisational culture, and job performance were examined and assessed in relation to how different leadership styles affect the performance of the working environment. Leaders of public organisations, especially those in the medical industry, must frequently solicit and convey support from the larger society. Due to ingrained organisational structures and hierarchical chains, the majority of public corporations' function in a setting where change is difficult to implement, making innovation difficult (Van der Voet 2014). Conditional and laissez-faire leadership styles, according to Wong and Giessner (2016), are ineffective at managing change and communicating it. They proposed the theory that some leaders appear to be little more than resource hogs that obstruct space.

According to Deva and Yazdanifard (2013), the laissez-faire leadership style only contributes minimally to the dynamic interaction. The freedom to choose one's own course of action is provided by these leaders. However, this kind of leadership often functions best when staff members are aware of their roles within the company, dedicated to it, and informed about the goods and services it offers (Ulrich, Zenger & Smallwood 2013). This leadership style therefore fails miserably when employees are not committed to the goals of the organisation. McCleskey (2014) claimed that conditional leadership does not necessitate the formation of relationships between leaders and employees when the notions of leadership and organisational culture are applied to a leadership style. In terms of competence, employment creation, and regional influence, there are clearly defined borders. Transformational leadership is the most effective strategy for increasing worker engagement and enhancing productivity.

In general, transformational leaders will possess strong visionary qualities, an ethical leadership approach tied to company objectives, and an outlook on the future (Sadeghi & Pihie 2012). The transactional leadership style is primarily used by managers in organisations and is regarded as the most common form of leadership overall. A transformative leader who fosters and encourages a general sense of ownership in creating organisational procedures among those who work for them may motivate the workforce to pursue leadership positions. The improvement of the staff members' skills, among other things, fosters a more apparent sense of belonging, demonstrates a readiness to accept change, and a desire to work toward the accomplishment of important goals (Nasir, Ibrahim & Sawar 2020; Hassan & Hatmaker 2015; Hassan et al. 2014).

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A transformational leader's main objective is to motivate their team to work toward company goals in any circumstance, at any moment, and throughout the transition process (Garca Morales, Jiménez-Barrionuevo, & Gutiérrez 2012). They agreed that for increasing employee pleasure, effort, and enthusiasm at work, the transformational leadership style is more appealing than other types. They enhanced overall work performance as a result (Dhanhani & Abdullah 2022; Newman & Garca-Morales et al. 2012). According to earlier research, transformational leadership happens when a leader has an impact on their followers and motivates their team members to go above and beyond their obvious capabilities.

As a result, these leaders may inspire and direct their followers to achieve unexpected achievements. Employee empowerment is more likely in this situation because they can interact with the leader through proper and effective preparation work; this form of leadership promotes employee independence for explicit initiatives (Hasmin 2017). However, transformational leaders excel at leveraging inspiration and motivation to encourage their team members to perform more productively and to openly and honestly share any future projections (Amirullah 2018).

The transformational leader must also be given the best potential influence, act as a credible role model for their followers and the organisation, and demonstrate how to persuade staff members to follow their organisational directives (Onsardi & Arkat 2020). Such leaders have also been described as being sympathetic, able to focus on their employees' needs and make an effort to meet those needs in order to increase job productivity. Therefore, in the eyes of their fans, transformational leaders frequently exhibit greater morality and allure (Pinck & Sonnentag 2018). This leadership style is also the least

management-intensive and works best when the leader provides the information and resources needed for the task's conceptualization. Self-assured group members would, as a result, execute jobs that are within their capabilities under laissez-faire administration without the need for direction or task delegation by their leaders, just as they are more natural in their qualities (Arham 2014).

This would result in the need for coworkers who have excellent skills, are driven by their own goals, and are able to function without direct supervision (Page et al. 2019). Unsurprisingly, not being aware of one's responsibilities is one of the negative effects of laissez-faire leadership. When addressing certain issues, for example, the group members are given tasks that are not clearly defined. Additionally, the task is to be completed with the group leaders providing just minimal supervision. In light of this, it is unclear how they fit into the group and whether they are able to complete the task at hand. The fact that laissez-faire leaders are frequently perceived as uninvolved and remote by many of their followers, which results in a lack of commitment on the part of the group's members, is another trait of this style of leadership. Additionally, if their leaders successfully implement a less worrisome strategy, people may display less interest and anxiety.

Employees may be dissatisfied with their jobs as a result of the leadership's dictatorial and domineering character. Although several examples have shown that the autocratic leadership style may be beneficial in an organisation, many models have shown that it can be detrimental. People who mishandle or frequently embrace this approach are commonly referred to as "bosses." A natural leader would pay more attention to the opinions of their team members rather than require their followers to blindly follow their rules. Due to authoritarian leaders making significant decisions without frequently

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consulting their subordinates, members of a group that demonstrates bossy behaviour may face contempt and disagreements. teammates may be dissatisfied with the lack of opportunity to share their opinions, which will result in inadequate communication within the group for the execution of the procedures, making them less profound and successful (Xu et al. 2016).

Organizational performance, on the other hand, displays a company's capacity to realise specific aims and objectives, such as strong financial returns, major organisational benefits, and the production of high-quality products, through the implementation of fruitful primary initiatives (Koontz & Donnell 1993). In some situations, a transactional leadership style can produce improved organisational performance even when followers have fewer rights and powers than those under transformational leadership (Boseman 2008). In any case, it enhances their sense of self and sense of professional achievement.

However, multiple studies have revealed that transformational leadership has a stronger impact on adherent performance and innovation than other leadership philosophies (as compared to other leadership philosophies) (Nasir et al. 2022; Boerner et al. 2007). Generally speaking, a broad range of subject matter specialists have discussed the link between leadership styles and performance several times. Even though earlier studies showed a strong correlation between leadership styles and successful organisations, the distinctions in styles will help separate the relationship between leadership styles and organisational performance, whether it is good or poor (Wang, Shieh & Tang 2010). In fact, Sun (2002) examined a variety of leadership approaches and discovered that there was a strong and positive correlation between them and worker performance (Avolio 2007).

In other words, leaders that choose to consult their team members before making choices are said to be practising autocratic leadership. When a quick choice must be made and group consensus is not essential for success, this method is typically used (Boehm et al. 2015). Furthermore, under this management style, employees and coworkers are given little freedom to come up with ideas, regardless of whether doing so would be in the best interests of the team or business (Amanchukwu et al. 2015). Almost all of a dictator's judgments are based on findings and viewpoints that are close to his own. Most often, the adherents of these beliefs do not inform them. The group being prodded around is completely under the leader's control (Zareen et al. 2015).

Advancement, teamwork, and originality are frequently stimulated by a majority rule leadership style. People that collaborate on projects with these leaders frequently report greater performance, job happiness, and usefulness at work (Verba 2015). Performance in the labour force is solely dependent on the capacities, aptitudes, and skills of individuals who adhere to a laissez-faire leadership style, which is the norm in most circumstances (Adler & Reid 2008). When appropriate, colleagues are given the flexibility to decide in their own unique ways. Leaders are allowed to give their followers total discretion to act as they see fit and reach important decisions (Dhensa-Kahlon & Shapiro 2013).

Although some prominent researchers have noted that the laissez-faire style results in higher job satisfaction and improved employee performance, this may be detrimental to workers if the group in charge does not effectively manage their time or is not self-motivated to do a good job or take care of their tasks (Martin et al. 2013). Commonly, transformational leaders inspire their followers to be fully cognizant of their actions, the results of those actions, and the overall significance, kindling the desire to go above and

beyond their obligations for organisations by attaining greater performance standards (Obiwuru et al. 2011). The ability to place the commander and followers at the centre of contact is one of the key characteristics of this leadership style. One of this sort of leadership's most important characteristics is this (Thrash 2009). Avolio (2007) supports the idea that moral stimulation is a distinguishing characteristic of transformative leadership, setting it apart from other leadership philosophies. Due to a core idea that requires leaders to meet demands in all circumstances, this has occurred (Northouse 2007).

At Premier Specialist Hospital in Kuala Lumpur, Malaysia, this study sought to analyse and explain the perceptions and experiences of 10 participants regarding the qualities of leadership styles that improve employee performance. A variety of backgrounds were used to attract the participants. The findings confirmed earlier findings and showed that transformative leadership had a significant impact on employee work performance. The study's findings demonstrated that transformational leaders could help them establish a positive and joyful working environment. By having their needs met and obtaining advice and assistance to excel in their careers and job performance, healthcare employees may enjoy psychological fulfilment.

The study suggests that by raising public awareness of the importance of transformational leadership and its positive effects on organisational outcomes, positive societal change may be enabled. In the future, more organisations beyond the purview of this study will be able to apply transformational leadership, resulting in the cost containment of offered goods and services, which will benefit the organisation, its personnel, their families, communities, and the local economy.

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APPENDIX A

CASE STUDY PROTOCOL

THE EXPLORATION OF LEADERSHIP STYLES ON EMPLOYEES' PERFORMANCE: A STUDY OF PREMIER SPECIALIST HOSPITAL, KUALA LUMPUR, MALAYSIA

A. INTRODUCTION TO THE CASE STUDY AND THE PURPOSE OF THE PROTOCOL

A1. Definition of a Case Study

A **Case Study** is a research strategy and an empirical inquiry that investigates a phenomenon within its real-life context, especially when the boundaries between the phenomena and context are not evident (Yin 2004). It is based on an in-depth investigation of a single individual, group or event to explore the causes of underlying principles. On the other hand, case studies are designed to bring out the details from the participants' viewpoint by using multiple data sources. According to Dzakiria (2006), the interview is the most common way of obtaining evidence in qualitative case study research.

A2. Relevance of the Case Study Method to this Research

Organisational success depends upon effective leadership and performance. A capable leader is the one that provides direction to the organisation and can retain high employee engagement and satisfaction (Rad & Yarmohammadian 2006) that leads to exceptional performance. Several studies have examined the relationship between Leadership and employee performance, and it has been concluded that leadership impacts

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employee performance and organisational growth (Musa et al. 2018; Al-Amin 2017; Lok & Crawford 1999, 2001; William & Hazer 1986; Rad & Yarmohammadian 2006).

Thus, this study encompassed the theoretical foundation of autocratic, charismatic, transformational, transactional, and laissez-faire leadership styles developed by Bass (1985) to explore how an employee perceives a leader's styles and how those styles influence workplace performance in healthcare organisations. Given the essential functions of leaders, there exists a need to examine the role of leadership within Premier Specialist Hospital. This can be achieved by adopting new leadership approaches, which enable leaders to meet service delivery goals in ways that effectively leverage change.

A case study is an ideal methodology when a holistic, in-depth investigation is needed (Feagin, Orum & Sjoberg 1991). Case studies have been used in varied investigations, particularly in sociological studies. Yin, Stake, and others who have vast experience in this methodology have developed robust procedures. When these procedures are followed, the researcher will follow methods as well developed and tested as any in the scientific field. For this research, the case study method of collecting data via face-to-face interview and observing the participants' body language to gain the insight and in-depth understanding of their life experience of the perceived best or ideal leadership style that could enhance their performance.

A3. Purposes of using Case Study Method

i)   To determine the characteristics of the best leadership practices that significantly enhance employees' performance in Premier Specialist Hospital, Malaysia

ii)   To understand how leadership practices influence the performance of the employees in Premier Specialist Hospital, Malaysia.

iii)   To propose the conceptual framework linking best leadership style and employees' performance in Premier Specialist Hospital, Malaysia.

A4. Role of Protocol

Eisenhardt (1989) and Yin (1994) highlighted the need for a case study protocol that can be used to guide case research. According to Miles and Huberman (1994), such a protocol should outline the procedures and rules that govern the researcher's conduct and the research project. It, therefore, outlines the procedures and rules governing the conduct of researcher(s) before, during and after a case research project. In addition, a case study protocol can be beneficial in research projects involving multiple researchers as it ensures uniformity in data collection and analysis (Yin 1994). Case Study Protocol also ensures uniformity in research projects where data is collected in multiple locations over an extended period.

B. DATA COLLECTION PROCEDURES

B1. Unit of Analysis

One of the cases study research design components is the unit of analysis. Yin (2009) described the unit of analysis as the area of focus that a case study analyses. In this study, the unit of analysis is the CEO of the hospital.

B2. Case Selection: Single Case Study (Embedded) Design

The case for this study is Premier Specialist Hospital in Kuala Lumpur, Malaysia. This is a single case study with the analysis of each leadership style are embedded in the single case study to be analysed to form holistic results of the research objectives.

B3. Selection Procedure

The selection for the case is as follow:

i) The researchers are responsible for selecting ten (10) participants. The selection is based on the following criteria:

    a.   They are the permanent employee of Premier Specialist Hospital Kuala Lumpur, Malaysia.

    b.   They have worked for the hospital for at least 2 years and above and aged between 30 to 50.

    c.   They are at the managerial level or the Head of the Department / Unit of the hospital.

    d.   The contact person is the CEO, who is a unit of analysis in this study

ii) The researcher calls the Head of Human Resources of the hospital to book an appointment and schedule an interview session with the participants.

iii) The interview time duration of about one hour each with the possibility of a repeat visit if necessary.

C. OUTLINE OF CASE STUDY REPORT

The report of the case study is not traditional narrative format. Instead, we adopt a report format that is more akin to the investigative inquiry by addressing each of the stated objectives under A3. The outlines of the case study report are as follow:

Preliminary Pages

i)   Cover pages

ii)   Abstract

iii)   Table of Contents

iv)   List of Abbreviations

v)   List of Figures

vi)   List of Tables

Actual Content of the Report

1.   Introduction

To provide Premier Specialist Hospital corporate profile/background e.g. history, speciality provided by the hospital and years in operation. Employee profiles such as age range, experience and the average length of service can be included.

Study Objective 1: To determine the characteristics of the best leadership practices that significantly enhance employees' performance in Premier Specialist Hospital, Malaysia

Study Objective 2: To understand how leadership practices influence the performance of the employees in Premier Specialist Hospital, Malaysia.

Study Objective 3: To propose the conceptual framework linking best leadership style and employees' performance in Premier Specialist Hospital, Malaysia.

Qualitative Phenomenological Interview Protocol

The researcher seeks the hospital's authority to conduct interview sessions with the selected participants. After approval to conduct the study is obtained from the hospital's management, an official email was sent to allow the employee to voluntarily contact the researcher via email or phone to state their interest in being the study participants. The selected participants then were asked to review the study's purpose and voluntarily consent to participate in the study. The researcher will reach out to each research participant via phone or email to arrange a time convenient to conduct the interview.

An audio recorder and a journal to document responses from the interview will be utilized in this interview session. The interviews have been conducted in secured environments. Complete and accurate notes will be kept for document research activities. Furthermore, all notes will contain the researcher's initials and the recording date. Also, printed materials will be labelled to show the time and place of acquisition. Access to such documents will be provided to appropriate persons under the context of full disclosure as a policy in the proposed research. This process will safeguard the researcher against any misconduct while representing a sound scientific practice that allows the research results to be replicated.

The interview lasted approximately one to two hours. Throughout the interview, each participant is ensured if comfortable or needs to take a break and understand the questions asked during the interview session. The researcher thanked each participant at the end of the interview and let them know that their time was greatly appreciated. They will be assured that their responses will be kept confidential and destroyed after two years. During the process, member checking will help ensure accurate data are captured from the study participants (Flood 2010; Houghton et al. 2013; Marshall & Rossman 2011; Moustakas 1994). Also, member checking allowed the researcher to ensure the accuracy of the data by allowing the study participant to read the interpretation of the data from their interview to validate the accuracy of the transcript (Houghton et al. 2013).

Semi-Structured Interview Questions

Interview Date:

Interview start time:

Interview completion time:

Interviewee code number:

First and foremost, I want to express my gratitude for taking time out of your busy schedule to participate in my research. As stated in the informed consent documents, the purpose of this study is to learn how your experiences with the leadership styles of your current or previous CEO at Premier Specialist Hospital influenced you and your job performance.

I'd like you to describe the precise qualities and actions you believe indicated their leadership style. I'll also ask you to describe how your encounters with these CEOs' qualities and actions aided or hindered variables linked to job performance, such as task completion, motivation, and dedication to your job and the business.

1. How would you define your CEO leadership styles in your present or previous jobs at this hospital in general?

2. What do you admire / like any parts of the CEO leadership styles in their present or previous positions?

3. How did each of these variables affect your job performance in terms of:

   a) Performing your duties and assignments?

b) How would you describe your motivation or morale?

c) Your dedication to your work and/or the hospital?

4.   What criteria of the CEO's current or previous leadership styles do you

      believe others in the organisation liked/admired?

5.   Do you believe each of these factors impacted their work performance in

      terms of :

a) Performing their duties and assignments?

b) Their motivation or morale?

c) Their dedication towards their work and/or the hospital?

6.   Do you have any special dislikes about the CEO leadership styles in those

      present or previous positions?

7.   How did each of these variables affect your work performance in terms of:

a) Performing your duties and assignments?

b) How would you describe your motivation or morale?

c) Your dedication to your work and/or the hospital?

8.   What parts of the CEO's current or previous leadership styles do you believe

      people in the organisation disliked the most?

9.   Do you believe each of these factors impacted their work performance in

      terms of :

a) Performing their duties and assignments?

b) Their motivation or morale?

c) Their dedication towards their work and/or the hospital?

10. What changes can (or has) the CEO do to improve your work performance?

11. What difference would these changes make in your experience?

12. Based on your experience working at a local specialist hospital, what do you believe are the most effective CEO leadership style in these hospitals?

13. Why do you feel the approaches would be most effective?

14. Given your unique experience working in this hospital, how do you believe the methods to CEO leadership style at this hospital vary from those in other specialist hospitals?

15. Is there anything more you'd like to add to our interview to address any critical topics we might have overlooked?

I appreciate you taking the time to participate in this research project. Additionally, I may contact you after the interview to confirm accuracy and explain any additional questions about your replies.

D. INFORMED CONSENT FORM

Dear Participant:

Thank you for your interest in this study. The purpose of this study is to understand how employees' perceptions of leadership styles influence workplace performance. My name is Suraya Abu Kassim. I am currently a student at the University of Wales Trinity St David, UK, pursuing a Doctoral in Business Administration and the person conducting this research. The criteria for participation in this study are that selected employees will be chosen based on being the current permanent employee in Premier Specialist Hospital, Kuala Lumpur, Malaysia. If you agree to participate in this study, you will be asked to do the following:

Step 1: Introduction and Informed Consent (approx. 10-15 minutes)

We shall communicate via telephone or email to make sure you understand the study, address any questions you may have, and obtain an Informed Consent signature before beginning the interview process. In addition, I will present you with the interview questions that I will use to guide the interview process and a copy of your signed consent form.

Step 2: Participant Interview (approx. 45 minutes to 1 hour)

I will interview you using the previously presented interview questions. I will record the interview using a laptop to take down the data acquired from the interview session.

Step 3: Participant Feedback (approx. 15-30 minutes)

Following an initial analysis of the interviews, I will clarify that all information

recorded is correct.

Study Guidelines:

The following information provides you with the guidelines for how I will conduct this study:

i)   Please note that participation in this study is voluntary. If you choose not to participate or withdraw from the study at any time, there is no penalty. Moreover, I will not include any data collected from the interviews of anyone who withdraws from this study, in the final write-up of the study. (If you, the participant, are known by me, the researcher, I ensure there will be no adverse impact to the relationship between me and you, the participant, should you decline or discontinue participation in this study).

ii) Risks that could occur because of your participation may include the loss of up to 1 hour of your time with no direct benefit to you or the organisation, other than the opportunity to be involved in the experience and anxiety when discussing questions you may deem challenging address.

iii) Potential benefits include the opportunity for you to reflect upon your perspectives about leadership behaviours and employee job performance and the possibility of improving job performance.

iv) Should you choose to participate, you will not be compensated in any manner or at any time during the study.

v)   For purposes of this study and the possibility of future publication, your name and

identity will remain confidential, with identification markers being used at all times. In addition, all data gathered in this study is kept in a locked file cabinet throughout the study and destroyed after two years. I am the only person with access to this data.

Researcher's Contact Information:

If you should need to contact me at any point during the research study, please do not hesitate to contact me via 012-2106116 and/or suecassem@yahoo.com
I will provide you with a copy of this document to keep for your records.

Statement of Consent to Participate:

I have read the above information, and I feel I understand the study well enough to decide my involvement. By signing below, I consent that I understand and agree to the terms described above.

_____   _____
Signature of Participant   Date

_____   _____
Signature of Researcher   Date