



**THE EXTENT OF AUTHENTIC LEADERSHIP AND
BUSINESS AGILITY IN INFLUENCING
ENTREPRENEURIAL SUCCESS IN ZIMBABWE: A CASE OF
SELECTED INDEGENOUS PUBLIC TRANSPORTERS.**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION-STRATEGIC
LEADERSHIP**

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DECLARATION

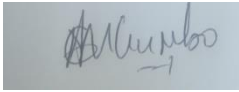
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GSM MBA DISSERTATION

DISSERTATION TITLE					
THE EXTENT OF AUNTHENTIC LEADERSHIP AND BUSINESS AGILITY IN INFLUENCING ENTREPRENURIAL SUCCESS: A CASE OF INDEGENOUS PUBLIC TRANSPORT.					
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DEDICATION

This dissertation is dedicated to my caring parents for their endless love and support, my special sisters Portia, Tabeth and Moleen for their encouragement and great influence in my life. You make me proud.

ACKNOWLEDGEMENTS

This dissertation would not have become a reality without the support and help of many individuals. I would like to extend my heartfelt gratitude and appreciation to the people who made this dissertation a success.

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Above all I give honour and glory to the Almighty God, the creator of heaven and earth for his divine favour and mercy he showed me throughout the program for the journey was not easy but he carried me through.

Once again my sincere gratitude, I thank you

ABSTRACT

The study aim was to investigate the extent of authentic leadership and business agility in influencing entrepreneurial success in the case of indigenous transport operators.

The study was guided by positivism paradigm, deductive approach and quantitative design. In order to fulfill the research objectives a sample size of 300 respondents, who were mainly public transport customers, to whom the structured questionnaire was administered. The sample selection was purposively done since the study was focusing on customers of particular public transport providers. The researcher then used SPSS version 23 to analyze data. Main findings of the study were that authentic leadership does not lead to entrepreneurial success as correlation tests indicates significant weak positive relationship between the two variables. The findings also indicates that business agility impacts on entrepreneurial success, this was proven by the correlation result showing a significant moderate positive relationship between business agility and entrepreneur venture success.

Recommendations were outlined, basing on the findings of the research and were outlined as policy recommendations and managerial recommendations. The study further outlined possible theoretical and practical implications for possible application. The study limitations and suggestions for further research were also provided.

Key words: leadership, authentic leadership, business agility, entrepreneurial success.

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE RESEARCH PROBLEM

1.1 Introduction

Business cycles and process are changing each day and so is leadership practices. Leadership within an organization has been called for as a cornerstone that help organizations to be viable and has become one of the pivotal factors perceived to causing prosperous entrepreneurial organisations. Leadership within an organisation is very important as leaders are seen to contribute and make decisions that the organisation critically needs, enacting and upholding values and taking responsibility in transforming the betterment of the organisation. In the changing times, is it possible for organisations to have leaders who are inspired in creating more value? Are down to earth and ready to shine in authenticity? Clapp-Smith, Vogelgesang and Avey(2009) ;Dimovski Ferjan and Uhan (2012) define authentic leadership as a process in which leaders personal values and convictions are accredited to respect and trust of followers is shaped by the leaders values , morals ,knowledge and strengths. As such the critical importance of authentic leadership can lead to organisational innovativeness and creativity.

Entrepreneurial activities in today's world is increasing each day and thus their business activities should create value for both their enterprise and affected stakeholders through effective leadership. In this regard this paper intends to analyse the extent of authentic leadership and business agility in influencing entrepreneurial venture success with the outline of the chapter focusing on the background of the study, problem statement, research objectives, research questions, hypothesis, and significance of the study, limitations, delimitation and a chapter summary will be outlined.

1.2 Background of the Study

The business environment has become more diverse and moving at a faster pace than before, experiencing advanced technology, change in taste and preference of customers and changing in markets trends. Surviving in such an environment requires fast adaptation to such conditions, grabbing and seizing opportunities in time before disruptive innovation keep lagging players out of the market .In such situations leaders in organization have to leverage on changing in time and make use of the small changes to seize greater opportunities. Successful organizations

are those that are able to adapt quickly, grab opportunities and move at a faster pace in a dynamic environment. The capacity to foster change begins with organizational leaders who are able and willing to participate and take corrective action in moving and keeping pace with change. Abbas and Asgar (2010) explains that organizational adaptation to change demands speedy corrective action and great leaders who bridge the gap between uncertainty and unknowables in the business environment and organizational success. Today's organizational challenges as is emphasized by Abbas and Asgar (2010) organizations fail to have visionary and innovative leaders to meet the purpose of the organization and succeed.

According to Bersin, McDowell, Raynema and Durme (2017) organizations in the past were only designed to fulfil the mandate on effectiveness and efficiency, follow business patterns and models to suit for commercial patterns, whilst today's business requires organizational position to be able to win in the business world through adaptability and quick reaction to business changes through effective leadership. Effective leadership is one of the most trusted elements in an organization that contribute immensely in the success of the organization through transformational change. Lewis Packard and Lewis (2010) mentions leadership as a key factor that aids in coordinating and aligning organizational processes. Leadership is thus vital for both employee confidence and organizational growth.

Setting a new context in leadership competencies is the way to go. However though organizations may have better leadership competencies, it is also important to embrace for changes in the business environment and one of the biggest challenge that entrepreneurs face is to forecast for the unknowns, enforcing organizations to adopt the concept of business agility. Wyman (2018) notes that organizations are going through rapid changes and as a result have to balance between an approach that favours efficiency, stability long term focus and balancing between organizational agility, speed and rapid response.

According to Bai (2015) enterprises are often lacking in leadership consistency and corruption eats out the organizations wealth due to the scramble for resources, and organizations need to re-examine the leadership practices not only extrinsically to followers but leaders who intrinsically examine themselves for the good of themselves, followers and the organization success. Leadership in the 21st century require leaders who lead with integrity , honesty and are morally sound .The challenge with entrepreneurs today is failing to explore new approaches in

business leadership competencies as leadership is not only shaped by traits but should be invested to develop potential leaders, nurture and groom them into the organizational developments.

It has been observed that entrepreneurs are also failing to sail through because of static leadership. In the independent of April 15 ,2016 it has been noted that the cause for organisational failure is because of leaders who fail and have no capacity to lead organisations well in addition the leadership skills do not possess people management which has been said to be the crucial factor as leaders should not think of only themselves, the people are very important subjects that help the organisations to grow .These changing times in leadership has brought about many challenges to small firms and growing entrepreneurs to keep up with the pace of the global megatrends of leadership and the way of doing business. According to Wyne (2018) organizational agility causes organization to be able to anticipate and being in a position to rapidly respond to changes in the environment , such kind of organizations are able to experiment , make improvements , remove boundaries and create networks in their business cycles.

With the perceived economic downturns, entrepreneurs seem to be operating in moments of ambiguity, operating under the unknowns. Bersin *et al.* (2017) discusses that high performing organizations operate in highly connected networks ,information systems and talent mobility whilst entrepreneurs face challenges in disruptive innovations and they lack in reacting to changes and continuously do business in the traditional models and skills which do not quickly adopt to current business models and thus organizations should build leadership competencies in new context that does not view only entrepreneurial success on financial results but having organizations that are designed for speed ,agility and adaptability to enable them to compete and win in today's business environment.

To enact the organizational success there is need to nurture the environment in which the entrepreneurs operates by having accountable and trustworthy leaders as enablers, changing the business models to enable adaptability as the challenge with old models of business require that they make long term commitments , secure considerable amounts of resource , whilst with agility seeks leaders who are flexible ,re-asses past experiences and use that experience and knowledge in redirecting using the new information , it is with this background that the paper intends to

assess the impact of authentic leadership and business agility in influencing entrepreneurial venture success.

1.3 Problem Statement

Entrepreneurship is an essential component of economic development within a country and contributes significantly to social and economic development to the citizens. More so the enterprise cannot operate efficiently without the cognisance of leadership and adaptation to the business environment. According to Leith and Volery (2019) entrepreneurs have been facing hyper-competition from well-established business. The nature of the business environment has changed into fast paced environment and business activity has become more dynamic needing leaders who are committed to their efforts in organizational success. However entrepreneurial ventures are lacking leaders who are self-disciplined and genuine, who are down to earth and are obedient to their own self being and the enterprise in which they operate. The transport sector is facing diverse challenges as outlined by Yatch (2018) that they face skills flight, inadequate funding and lack of integrated approach in transport policy formulation. Lee and Shin (2018) state that a new wave of technologies is challenging enterprises to transform business models and processing and this also includes the transport industry. Lack of authentic leadership has been observed to propel the magnitude of business failure in developing countries versus the fast changing environments (Alvesson & Sveningsson, 2013). The need for robust business analytics, capabilities and agility to combat the volatile changing times is the source of failure if leaders to revive organisations through tapping to new sources of strength (Ashrafi, Ravasan, Trkman & Afshari, 2019). It is from this argument that the researcher was compelled to do a study in an attempt to investigate how authentic leadership and business agility are being applied by entrepreneurs in their quest to enhance venture success. In an effort to address the observed challenge enshrined on the need for authentic and agile leadership, following were the objectives meant to inform the study.

1.4 Research Objectives

Main objective: The main objective was to investigate on the extent of authentic leadership and business agility in influencing entrepreneurial venture success.

The sub objectives were as follows

- 1.3.1 To establish if authentic leadership leads to entrepreneurial venture success
- 1.3.2 To ascertain whether business agility has an impact on sustainable entrepreneurial success
- 1.3.3 To recommend possible strategies of enhancing authentic leadership and business agility in the transport sector of Zimbabwe.

1.4 Research Questions

Main question: What is the extent of authentic leadership and business agility in influencing entrepreneurial venture success?

Specific Questions:

- 1.4.1 What is the extent of authentic leadership practices contributing to entrepreneurial venture success?
- 1.4.2. To what extent does business agility influence sustainable entrepreneurial success?
- 1.4.3. What are the possible strategies to enhance authentic leadership and business agility in the transport sector of Zimbabwe?

1.6 Hypothesis

Main Hypothesis: Authentic Leadership and business agility both leads to entrepreneurial venture success

H1: Authentic leadership has positive influence on entrepreneurial venture success

H2: Business agility leads to entrepreneur venture success

1.7 Significance of the Study

Carrying out this study will contribute greatly in practice and theory.

Practical significance

Conducting business operations and processes have changed significantly due to the turbulent changing trends and business cycles in the 21st century. The world today has experienced a vast entrepreneurial activities that bridge the social gap between the high technology business models and the traditional view. Individuals who want to explore the opportunities takes some initiatives in making profit organisations, such demands in the environment needs competent and adaptive leaders who are capable in quick adaption of soft skills, networking skills and technological skills which have seen today's organizations shifting to effective leadership for the success of the enterprise. The findings of this research have the potential to increasing sustainability for entrepreneurial success. Dimovski *et al.* (2012) explains that authentic leadership goes beyond first line managers but takes account for the organisation as a whole and also contribute to the society. Having an insight of the importance of organizational change and the key roles of effective leadership to organizational sustainable growth is important for today's leaders. Taking the study under review contributes in equipping and imparting knowledge on the significance of authentic leadership in bringing out successful enterprise that have a going concern into the future.

Authentic leaders lead with integrity and build relationships with their followers that is based on hope, trust and high optimism and the characteristics of authentic leaders as ascribed by Shamir and Eilam (2005) to have followers who contribute to reasonable feedback with constructive criticism to their leaders. In addition authentic leadership is the foundation from which it is possible to develop multiple desirable leaders who are capable of providing with speed, are fast and quickly adapt in the environment thus stimulating employees to act in a timely manner (Müceldili, Turan & Erdil, 2013).

Theoretical significance

Carrying out this study contributed to a positive impact on the theoretical significance as the findings of the study complement the existing theories. Researches on authentic leadership by Avolio, Gardner, Walumbwa, Luthans and May (2004); Avolio and Gardner (2005); Goffee and Jones (2000); Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008) shows that authentic leadership is a construct showing that followership strengthens the relationship between the authentic leader and the followers. Different scholars also further linked authentic leadership to agility Muceldili *et al.* (2013); Harraf and Colorado (2015); Yadav and Dixit (2017); Smet, Lurie and George (2018) but not much had been alluded on the extent of authentic leadership and neither business agility in bring out entrepreneurial success and this study contributed to the theoretical relevance of the theory that exist and the findings of the study contributed to the theoretical relevance and empirical knowledge.

Methodological Significance.

The research used quantitative research, and a hypothesis was drawn. The research findings and conclusions drawn was compared to assess any difference with other qualitative research studies conducted before by other academic, giving a methodological significance when other researches are to be carried out in the future.

1.8 Limitations of the Study

The researcher asked sensitive information pertaining to leadership qualities and organisational reactive time to changes in the environment and customer preferences and how they incorporate to effect decisions in meeting best solutions in making the organisation viable hence some respondents were sceptical about company information disclosure and fear of company policies on confidentiality on company information, the researcher acted ethically when getting the information.

Due to the current economic hardship, the researcher faced financial constraints and to overcome the researcher made use of an administrator of questionnaire who helped in the distribution of the questionnaire and collection after the instrument had been completed and hence the researcher had to collect all the instruments at an agreed date.

1.9 Delimitation of the Study

The research focused on entrepreneurs who are in the transport sector in Harare. Population elements were employees from two prominent local public operators demarcated as management, non- management and administration staff, The study focused on road transportation for long distance buses which come from Harare and going to different destinations within Zimbabwe. The dependent variable is entrepreneur venture success whilst the independent variables is authentic leadership and business agility.

1.10 Dissertation outline

The study is outlined in five distinct chapters which are as follows:

Chapter 1: This chapter comprised of the introductory part and has covered areas such as the background of the study which was an overview of the underlying circumstances which caused for the research topic to be carried out, furthermore the chapter detailed the research problem, the objectives of the study, the hypothesis, research questions, justification of the study, limitations and delimitations of the study.

Chapter 2: Literature pertaining to the variables under review has been analysed to establish the existing knowledge on the impact of authentic leadership and business agility in influencing entrepreneurial venture success, the main thrust of this chapter was to synthesize the available knowledge by various authorities and scholars in order to make a conclusion on the agreement and disagreements, the intention being to add value to the existing knowledge and comment of the areas that made this study its importance.

Chapter 3: The chapter focused on the research methodology for a quantitative study regarding the topic under study. The chapter focused on the philosophical assumptions that are underpinning the study, information detailing the research design, research approaches adopted and paradigms explained and justified. In addition the chapter outlined the research methods used, population under study and chosen sample. Data collection instruments were explained, validity and credibility issues of the data collection instruments were explained in greater detail. Ethical considerations in this research were also unravelled.

Chapter 4: This chapter gives and outlines the research findings after data collection. Research findings were analysed and interpreted and discussed in themes using the quantitative techniques.

Discussions pertaining to the research findings were linked to the research objectives and also finding were matched to the hypothesis drawn to have an insight of the relationship.

Chapter 5: Having gone through the details of the four previous chapters, the findings from the research study were summarised and concluded to give specific recommendations .This chapter also outlined some areas which were not covered by this research thus paving information for future researchers.

1.10 Chapter Summary

This was an introductory chapter which discussed the background of the study , problem statement , objectives to be achieved , the significance of the study , limitations and delimitations researcher acted ethically and assure respondents of confidentiality and anonymity when responding to the area under study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter delve thoroughly to give theoretical and relevant literature contributions made that governs the impact of authentic leadership and business agility in influencing entrepreneurial venture success. Much attention has been highlighted on issues pertaining to authentic leadership, business agility and how the factors impacts in ensuring a sustainable future oriented entrepreneurial venture enterprise.

The literature review will start with definitions of key elements that appear in the conceptual framework, further theories to authentic leadership and business agility has been articulated which was followed by theoretical framework and model that best describes the theory. The chapter dwells on authentic leadership practices and discusses elements of business agility that impacts on the entrepreneurial success.

2.2 Leadership

The study of leadership find its roots back in the 1930s when it emerged as a very important subject with different researchers trying to explore and understand the subject with early work focusing on leadership. Robbins and Judge (2013) says leadership is the ability to influence a group of people to achieve vision and set objectives of the organization. According to Chowdhury (2014) leadership is a dynamic process whereby the leader influences the other to contribute voluntarily to the realisation of what the organisation intends to archive and Northouse (2016) agrees by explaining that leadership is the ability to influence followers towards the attainment of organizational goals. It therefore follows that leadership entails one's ability to convince and able to influence the actions of other people towards attaining certain tasks and act in a manner that will enhance achievement of organizational goals

Different scholars have made attempts to explain the concept of leadership Dinh, Lord, Gardner, Meuser, Liden, and Hu (2014) argues to the fact that leadership is a complex phenomenon and it takes period of time to evolve and hence cannot remain static and as such different scholars

have alluded to the fact that leadership is more than traits ,style or behaviour hence different styles ,models and leadership theories have been propounded by different scholars in trying to explain the leadership phenomena on how followers are influenced in the attainment of organisational objectives and as such Sajjadi (2014) holds that various theories of leadership emerged to explain leadership and these theories include trait theory , situational theory , behavioural theory and contemporary theories. The todays organisations and business environment has changed and hence the study will explain transformational leadership and leader member exchange theory as leadership theories in the modern era before greater depth is explained on authentic leadership.

2.2.1 Transformational leadership theory

Xu, Huang and Lu (2013) explains that transformational leadership describes such leaders who act as change agents and are able to mobilise and transform the followers beliefs ,attitudes and aspirations. Sajjadi (2014) adds on to say transformational leaders show charisma as a means of motivating followers to integrate and embrace to take into consideration the vision of the organisation thus nurturing followers to become effective leaders who are determined in future going concern of the organisation by making them realise their full potential, develop their competences, nurturing their leadership skills and improve their self-efficacy. Thus transformational leadership can be considered as a way that tries to bring the organisation ahead by collectively taking the interests of the members into the vision of the organisation

According to Xu *et al.* (2013) the behaviour of transformational leaders is influenced by four specific dimensions , that is idealised influence, inspirational motivation, intellectual stimulus and individualised consideration.

2.2.2. Leader member exchange leadership

According to Northouse (2016) the theory of Leader-Member Exchange (LMX) conceptualizes leadership as a process that involves on the interactions between leaders and followers .In LMX, there is actually a dyadic relationship between the leaders and the followers whereby interaction within the leadership style is a two way and ideas are shared between the leader and followers, The LMX theory focuses on the relationship or interaction between both leaders and followers. According to Stringer (2006) each relationship formed has its own unique characteristics. The leader member exchange (LMX) behavior is a bridge between an employer and employee in

which supervisor exchange values with subordinates in a two-way relationship that enhances the subordinate's performance, the way the leader adapts to solutions and ideas that are brought by the in group members, devotion and responsibilities for better employment experience and organizational effectiveness that resulted in positive appraisal for subordinate (Harris, Li & Kirkman, 2014). Leaders not only have individual relationships with each of their followers, but the relationship are unique in nature and is viewed as a series of vertical dyads. Furthermore, the heart of each dyadic relationship is the concept of a role-making process, or role negotiation process (Carter, Jones, Armenakis & Field, 2009). The role expectations of a leader and the extent to which the subordinates meet those expectations make up the relational context of the exchange process. LMX depends upon the level of trust, interaction, support, and rewards, which determines the quality of the relationship.

2.3 Discussion of Key Variables

2.3 Defining Authentic Leadership

Authentic leadership has been defined by different authors as some of the definitions have been posted in the table below.

Table 1: Definition of Authentic Leadership by Authors

Author	Journal/Book Title	Definition
Shamir and Eilam(2005)	What's your story? A life-stories approach to authentic leadership development. <i>The Leadership Quarterly</i> ,	Authentic leadership is the ability of an individual to show genuineness through actions, thoughts and meaning attached to one's life story regardless of whatever position appointed to him/her.
George ,Sims,Mclean and Mayer (2007)	Discovering your authentic leadership.	Explains that authentic leadership starts with the story of one's life, and through valuing ones experiences it's easier to find the inspiration that would positively impact the whole world.

Glowacki-Dudka and Griswold (2016)	Glowacki-Dudka, M., & Griswold, W. (2016). Embodying authentic leadership through popular education at highlander research and education center	Authentic leadership seeks to bring out transparency, faithfulness and being genuine by having the ability to let others grow through building trust and listening well
Sagnak and Kuruoz (2017)	Authentic leadership and altruism: The mediating role of Meaningfulness. Universal Journal of Educational Research	Explains that authentic leadership is being honest and true to one's self as an individual and as a leader and the meaningful of work is shaped by the consistency of one's personal behaviour and the principles of one's self in growing with the internal and external environment.

The general agreement from all the authors is that authentic leadership is character based and it starts from the inner self with modification of behaviour, values and experiences shape the leadership in impacting others, furthermore authentic leadership has been understood as a concept that goes further to explain leaders who are real and genuine and are an inspiration to their followers (George, Sims, Mclean & Mayer 2007; Glowacki-Dudka & Griswold 2016). In addition being genuine and being true to oneself Glowacki-Dudka and Griswold (2016); Sagnak and Kuruoz (2017) explains further to say that authentic leadership allows for growth through multiple roles by matching their behavior to the environment in which they are exposed.

The authors definitions are in agreement that authentic leadership principles are centered on principles of being honest, starting with the individual not on words only but also on actions and when upholding values and ethics it will be a reflection of what the individual actually practices, and thus being consistent in action and behavior will influence the followers and the environment as well.

It is with this background that the researcher intends to borrow and use the definition of Sagnak and Kuruoz (2017) on authentic leadership as follows:

Authentic leadership is being honest and true to one's self as an individual and as a leader and the meaningful of work is shaped by the consistency of one's personal behaviour and the principles of one's self in growing with the internal and external environment.

The definition has been chosen for this study as it is encompassing most of the elements defined by other researchers on authentic leadership as well as talking of oneself growth in a business environment which will be a crucial factor with the other variable under study of business agility as leaders are exposed to different environments.

2.4. Authentic leadership

Avolio and Gardner (2005) points out that Authentic leadership find its roots back in the ancient Greek philosophers who postulated that authenticity is a word from the Greek understanding which means to be true to one's actions and experiences and has strong convictions on moral and ethics and further adds on to say authentic leadership started in the fields of sociology and education which demanded transparency from the general publics. In consensus Gardner *et al.* (2011) notes that authentic leaders are very aware of their values, beliefs and are very self-confident reliable and are of high moral character. Thus authentic leadership is a concept that has its foundations basing on the leaders true self being and being genuine and transparent from within oneself, it is an inward –outward leadership concept that influences the followers and the followers are inspired by the behaviour of the leader ,in addition Arsovski (2017) alludes that being an authentic leader entails being someone with integrity and being trusted by the employees.

Leaders who are authentic act in deep convictions through their actions which are rooted in gaining respect and trust from the followers by building relationships and networks in a manner that followers see as authentic Muceldili *at al.* (2013) ; Sağnak and Kuruöz (2017) as in agreement by the authors it follows that authentic leadership encompasses the building of positive relationship context in a work environment that raise positive emotions of employees by showing positive fair and transparent interactions

Fallis(2013); Gill *et al.*(2018) explains the theory of authentic leadership to be related to a person who poses self-knowledge , is congruent with his actions and decisions and is in line with his actions. It follows that a leader who is authentic is guided by sense of purpose, clarity of

intentions and is someone who is trustworthy and genuine in all his actions. Fallis (2013) reminds that authenticity of a leader is closely related to faithfulness of the individual, trustfulness and practicality of the ideas that one lays on the table.

The earlier work of Goffee and Jones (2006) notes that authentic leaders hold their values to be true not because of any other motive but they have experienced the values to be true. Sağnak and Kuruöz (2017) authentic leadership inspire viewers and cause them to experience a higher management level in the workplace. According to Walumbwa *et al.* (2008); Gill *et al.* (2018) authentic leadership theory explains a leadership concept that is fully grounded on genuine leadership style that encompasses visionary and creative response to circumstances. Furthermore Walumbwa *et al.* (2008) says authentic leadership rests on the four dimensions which the leader is described as someone who is self-aware, relational transparency, unbiased processing and has an internal moral perspective, and poses the ability to have authentic followers for genuine reasons. The dimensions have been first positioned by Avolio and Gardner (2005) who said authentic leadership promotes psychological perspective and involves a positive ethical conduct to lift greater self-awareness, an internalised moral perspective, balanced processing of information and relational transparency which fosters self-development.

The definition of authentic leadership explains that authentic leadership starts with being honest to oneself and being consistent to one's behaviour regardless of being exposed to different situation but continue to uphold one's principles and values so as to influence positively the internal and external environment. It follows that authenticity is more personal centric to the person and self-understanding is very crucial to understand authentic leadership as honesty, trustworthy, responsibility, truthfulness has to start within the leader in order to influence the people around him/her. Roche and Zealand (2010) argues that in terms of leadership development it is not something which can be taught in terms of integrity, wisdom or authenticity but rather leadership development within these aspects pertaining to personal areas can only be obtained through learning as with leadership it is all about gaining wisdom and knowledge and as such authenticity is developmental in nature.

The researcher is of the belief that authentic leadership can make a fundamental difference through self-awareness, promoting transparency in every transaction and relationships with

followers and nurture and build trust and commitment within followers through balanced processing and internal moral perspective.

In relation to entrepreneurship Roche and Zealand (2010); Khan (2016) elaborates the effectiveness of entrepreneurship rests upon the actions and efforts exerted by its leaders, further explains the need for entrepreneurs to be groomed to be part and parcel for the success of the organisation, among the most attributes of entrepreneurial leadership is the ability of the leader to provide communication, sharing vision of the intended goals, providing full support to the team and to instil a sense of honesty, trust, self confidence among the followers. Arda, Aslan and Alpkhan (2016) emphasise the need for leadership capabilities from intrapersonal capabilities which is understanding oneself strength and weaknesses in order to admit learning from errors, interpersonal capabilities by being transparent, empathetic and working productively with staff and other key players to build a team working environment that is capable of building relationship to boost for creative ideas, and cognitive capabilities which is literally learning from experiences, creative thinking and being able to take corrective action timeously to address underlying problems.

2.4.1 Elements of Authentic Leadership

According to Northouse (2016) the elements of authentic leadership were highlighted in the works of Walumbwa *et al.* (2008) noting that they conducted a thorough review of literature and came up with four elements of authentic leadership which are self-awareness, internalised moral perspective, balanced processing and relational transparency. These elements are the foundations and basis for the authentic leadership theory.

2.4.1.1 Self-awareness:

Walumbwa *et al.* (2008); Dimovski, *et al.* (2012) says self-awareness refers to personal insight of the individual own understanding of his mental state, feelings and his intentions which includes the individual strength and weakness and how they impact on the others. It can be extended to say that self-awareness also incorporates emotional intelligence which is important for effective leadership. According to Ilies, Morgeson and Nahrgang (2005) emotional intelligence encourages decision making intelligence and flexibility that contribute in establishing and maintaining a meaningful organisational identity. Dimovski *et al.* (2012) elaborates that self-awareness includes being aware and trusting one's own feelings, leaders

who are capable of examining themselves in such a situation are capable of understanding what they stand for, their preferences, it is a process in which one has a greater understanding of his desires and in turn leads to realisation of the person's knowledge and abilities, in self-awareness leaders often acquire a strong anchor for their decisions and actions (Avolio & Gardner, 2005).

2.4.1.2 Internalized moral perspective:

Refers to one's capacity to be able to control his or her behaviour and not allowing outside pressure to interfere with the leader's behaviour or actions. Avolio and Gardner (2005); Walumbwa *et al.* (2008) internalised moral perspective allows authentic leaders to act morally and ethically when taking their roles and responsibilities. Internalised moral perspective is seen as central to authentic leadership Avolio *et al.* (2004); Ilies, Morgeson and Nahrgang (2005); Walumbwa *et al.* (2008) as the leader has to act morally and ethically and in the best interest of all stakeholders.

The concept of internalised moral perspective also addresses that a true leader should possess high ethical standards Walumbwa *et al.* (2008) not allowing external forces to change their attitudes and neither their behaviour, it then can be best described that unethical practices will lead to inauthenticity following that it will cause mistrust between leader-follower relationship.

2.4.1.3 Balanced processing:

Northhouse (2016) says that balanced processing refers to the ability to objectively analyse information and have time to process other people's inputs before making the final decision. The leader does not ignore any information input contributed from his subordinates and essentially takes on board everyone's views and analyses every detail before making the final decision (Avolio & Gardner, 2005). In addition, balanced processing has been described as a process in which the leader collects, analyses and interprets information both negative and positive and this informs and helps in the leader's personal development (Walumbwa *et al.*, 2008).

A leader who is less authentic is difficult to accept shortcomings whilst a leader who is authentic does not distort or exaggerate evaluations from others and neither does ignore self and internal

experiences that might inform for the betterment of self and making solid decisions that affect the organisational development(Avolio *et al.*, 2004).

From the authors perspective it can be analysed that balanced processing from Avolio and Gardner (2005) focuses on the solicitation and use of information, whilst Walumbwa *et al.*(2008) extends to explain that it comprises of analysing information to avoid unbiased decision making. From the authors it has been noted that both are in agreement that authentic leaders do not make their own judgements and make decisions based on their own thinking but rather takes into considerations other information to account for their weaknesses and in addition Northouse (2016) states leaders who poses balanced processing are reasonable and are objective when analysing others viewpoints.

Authentic leaders welcome all criticisms and do not ignore external evaluations as it urges them for self-development and improve in certain areas, authentic leaders do not engage in self defense and neither in ego (Walumbwa *et al.*, 2008; Dinh *et al.*, 2014)

2.4.1.4 Relational Transparency:

Relational transparency have been said to refer to how a leader presents self to others Walumbwa *et al.* (2008) authentic leaders do not play games or act in a hidden agenda to others but rather they are open and show accountability throughout their actions. Ilies *et al.* (2005) notes relational transparency is when the leader show their true feeling and believes to others by actually revealing their aspirations values, strengths and weaknesses in a transparent manner. Through building relationship and having interactions that is built on authenticity that the followers are in a position to build trust with the leader. Walumbwa *et al.* (2008) adds on to say that by openly sharing information and displaying one's true thoughts and feelings earns followers confidence by meeting the ideas of both the followers and that of the leader thereby the assumption lies in that they are sharing the same values, in addition the leader presents the inner motive through seeking openness and self disclosure hence providing trust through the leader.

According to Walumbwa *et al.* (2008) relational transparency comprises of three aspects which includes the decision making processes where authentic leaders openly share information and ideas, secondly they share information pertaining to information about the leaders themselves and invite positively feedback from their followers and thirdly relational transparency describe

the way in which authentic leaders interact with their followers and others and being open to say out their values and convictions and openly disclose their beliefs and feelings.

2.5 Characteristics of Authentic leaders

Shamir and Eilam (2005) mentions the characteristics of authentic leaders in the following manner.

Authentic leaders are genuine they do not fake their leadership, their leadership is not for status or for personal rewards, they are leaders whose actions are based on true values and convictions and they continuously uphold their principles meaning that authentic leaders are fully motivated by their own self actualisation and are gifted to use their skills and talents in offering their services in good faith, they are not only interested by their own motives but are motivated in making a difference. Goffee and Jones (2006) adds on to say that authentic leaders are capable of playing their different roles whilst they remain true to their identity

Accordingly Khan (2016) says authentic leaders are fully aware of the environment in which they operate are highly confident and optimistic and take cognisance of moral and ethical behaviour, they take into account interest of various stakeholders as they have value for benevolence. In addition George (2018) elaborates to the fact that authentic leaders match their behaviour to the environmental context by exhibiting high levels of self-monitoring and they values emotional intelligence in order to communicate effectively.

Shamir and Eilam (2005) also mentions that authentic leaders are those whose actions are based on true values and convictions, they say what they do and are consistent with what they believe because they are transparent with what they believe and hence they talk with their actions. They have genuine passion for leadership and they are ready to foster and bring in change and hence they grow their followers as authentic leaders.

Glowacki-Dudka and Griswold (2016) elaborates on characteristics on authentic leadership adding that authentic leaders are those who lead with purpose and have high integrity, they are capable to motivate their employees in every side, provide superior customer service and build loyal and repeat purchase. Press (2017) concur by saying that authentic leaders have high ethical standards and uphold transparent behavior by being in a position to account for self-reflection,

are able to overcome their weaknesses and encourages and accept follower's input in decision making.

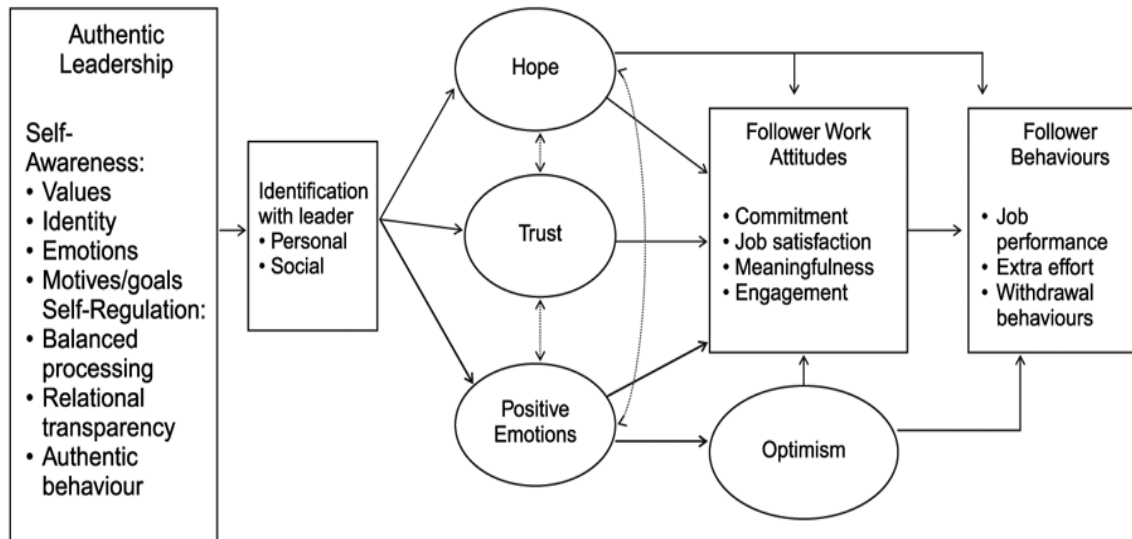
Avolio and Gardner (2005); Goffee and Jones (2006); Khan (2016) verifies authentic leaders are focused towards achieving goals they are concerned with the development of their followers, nurturing them and motivating them to become great leaders of tomorrow and as such act highly to become role models to their followers.

2.6 Model on authentic leadership

The theoretical model of authentic leadership shows all the elements of authentic leadership, with the leaders possessing elements of leadership being centred on hope, trust and positive emotions that are linked to the internal business environment through followers who are affected by these elements and will result to follower work attitudes and follower behaviour. Clapp-Smith *et al.* (2009) asserts to the effect that the model resembles authentic leadership as a process in which the leaders in an organisation are driven with the intention of conveying authentic behaviour to the followers in order to achieve a common objective. Accordingly previous researches by Avolio *et al.* (2004); Avolio and Gardner (2005); Walumbwa *et al.* (2008) allude to the fact that authentic leadership is a process of linking the leader and the followers attitudes and behaviour taking into cognisance how the leader think, behave and considers the social perspective built on ethical standards in shaping and growing the followers behaviour in attaining positive outcomes and results within organisations.

Figure 1: Theoretical framework for authentic leadership

Authentic Leadership Model



Adapted from Avolio *et al.* (2004)

The model shows that authentic leadership is a multidimensional construct comprised of self-awareness, balanced processing, relational transparency and balanced processing and have high moral and ethical standards. In addition authentic leaders operate highly and influence their followers not only on attitudes and behaviours but also incorporates variables such as hope, trust and encouraging positive emotions (Avolio *et al.*, 2004; Walumbwa *et al.*, 2008). The followers attitudes include committed to their job and are satisfied with their jobs and engagement in organisational activities, and behaviour of employees include perform in the task and making extra efforts.

2.7 Defining business agility

Lu and Ramamurthy (2011) defines organizational agility as being able to deal with unexpected changes in the environment and further explains that speed is the requisite of agility as business are operating into a rapid and fast environment. Bruce (2013) defines business agility as the ability of an organisation to constantly identify and capture business opportunities that emerge than the firms rivals. It is further said by Abbaspour, Golabdoust and Golabdoust (2015) as the ability of an organisation to perceive, and predict the changes likely to happen in the environment meaning that organisations have to be on alert on changes in the internal and external environments (Smet, Lurie & George, 2018). Business agility is when a business is able to swiftly change business and business processes beyond the level of flexibility and effectively

manage the highly unexpected and uncertain internal and external events based on the capability to sense the changes and being able to respond quickly to the changes.

From the authors definitions there is consensus and emphasis that organisations need not to operate in the usual normal way but has to adjust and incorporate changes in business environment as it will help organisations to manage for the present and the future.

The author's definitions are in agreement that business agility is a rapid response in changes in the business environment and hence organisation should have pre and post response in order to stay competitive.

For this study the definition according to Tallon and Pinsonneault (2011) will be adopted . *business agility as the ability to detect and being able to respond to opportunities in the business environment with ease , speed and dexterity .*

This definition has been adopted because unlike other definitions which also highlight the importance of responding with speed and effectively adapting to environments with flexibility this definition has involved the concept of dexterity which is a concept involving the ability to perform a difficult action quickly and skilfully that an enterprise will be able to balance its activities in gaining competitive advantage amongst the rivals in the business arena .

2.7.1. Dimensions of Business agility

Figure 2:2.2: Dimensions of Business Agility



Adapted from Lindsay (2019)

Park (2011); Harraf and Colorado (2015) reports the dimensions of business agility in three fold and that's is sensing agility, decision making agility and action agility.

Sensing agility:

Harraf and Colorado (2015) defines sensing agility as the organisations ability to inspect and be able to monitor changes in the business environment .The sensing agility includes aspects such as changes in customers taste and preferences , movements of new competitors in the market and sensing new technologies in the market in a timeously and quick manner .It is further explained that sensing agility include all aspects which will affect the organisations operations into the future and includes organisational strategy, access to information and competitors information. The sensing agility dimension is more centred on quick adaption of the organisation to changes in the environment and thus rests on the foundation of a solid and firm management practice base. Accordingly Winby and Worley (2014) management practices in agile organisations should create new value that will generate revenue flows through intensifying awareness and attention to the business environment .

Decision making agility:

According to Wageeh (2016) decision making agility is being able to collect ,assimilate restructure and be in a position to evaluate relevant information to explain and various implications from the information without delay and standing in a position with action plans to

seize for opportunities and get prepared for threats by availing enough resource. The notion is in agreement with Nold and Insights (2013) revealing that superior decision making is the distinguishing characteristic of agile organisations who are capable to sense early signs of change, identify and able to distil information and further react and decide quickly to make an impact.

Decisions are made by people within the enterprise and in order that the organisation maximise its potential it is because of the decisions centred around people who are involved at functional levels, their decisions forming part on the success of the organisation. The authors are in agreement to say that enterprises should value the quick decision making that put value to the organisation by its employees as tapping into vast tacit knowledge create new knowledge to seize opportunity and such timely decisions is actually a key to long term success of the enterprise

Acting agility:

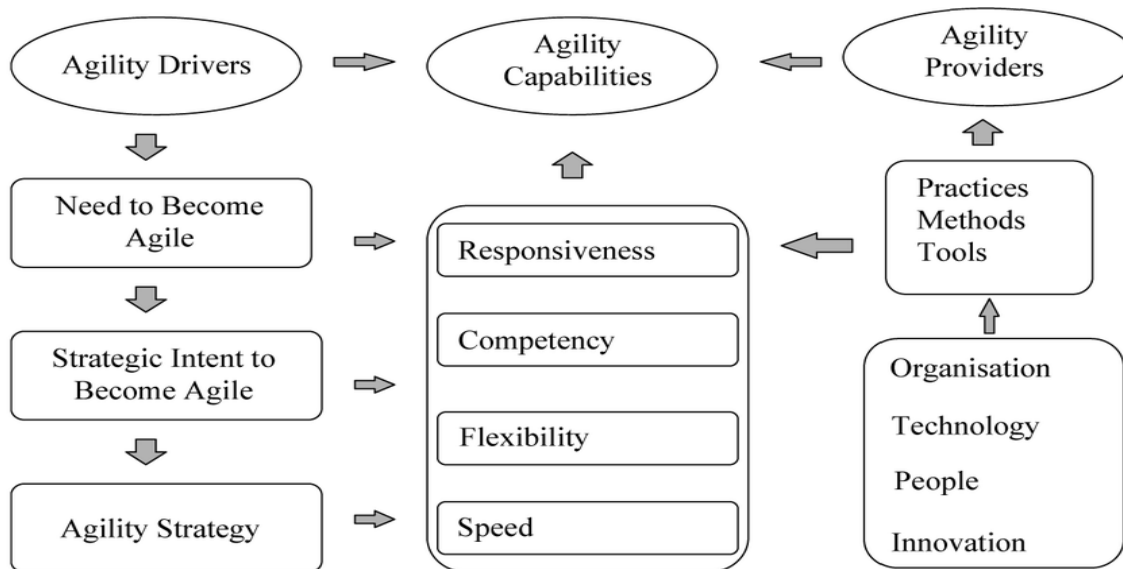
Involves the modification and re-assembling of enough resources to address the challenges in the business environment. Time is an important element of agility and has been described as an important attribute of action which shows reaction/response in real time. Accordingly Winby and Worley (2014) says real time implies the correctness of a task performed and taking cognisance in which the time taken to produce the right result and not only taking into account the logical sequence in which the task have been performed.

2.8 Theory of business agility

Agility is backdated in the manufacturing period Zitkiene and Deksnys (2019) were manufacturing system was made to meet the needs in real time, and being able to meet the demands and trends of customers and changing in shift of the market trends, According to Kumkale (2018) business agility was prepared with the intention of solving the problem in the US production to gain competitive advantage over competitors. This lead to the increase in flexibility among manufacturing firms in order to main competition against According to Abbaspour *et al.* (2015) the concept of business agility does not only include improved reaction time but also includes flexibility in the way things are being done to include elements of value for human resources, value for customers by being alert on issues to seeks to respond in a faster

and more reactive action. The theory mentions the business agility to comprise of agility drivers, agility capabilities and agility providers.

Figure 3:2.3: Business Agility Framework



Adapted from Zhang and Sharifi (2000)

Agility Drivers

Dahmardeh (2010) notes that the drivers of business agility drivers are the changes in the business environment which cause and stimulate a firm to visit and revise its current business. According to Zhang and Sharif , (2000) agility drivers are changes in the business environment which calls for companies to embrace agility paradigms .It therefore means that according to the two authors that agility drivers are the changes that happens and cause an organisation not to sit back and watch what will happen when changes are taking place but rather cause the organisations to act accordingly speedily, revise and adopt the changes in the environment and to change strategies in order to stay competitive in the environment .

Agility capabilities

According to Dahmardeh (2010) the agility capabilities includes responsiveness ,Competency, adaptability, Quickness to respond. There is need to integrate these four enablers to be in a position to quickly adopt these four into the systems of the organisation. Nejatian and Hossein

(2013) conquer explaining that agility enablers are the operational tools that facilitate agile attributes in order to develop adaptable organisations. Organisations thus should possess these tools for agility to take place and have the ability to respond that is being able to sense and anticipate changes that might take place, having an empowered human capital who poses the competencies are flexible and embrace fast operation time in all they do to achieve efficiency and stay competitive.

Agility providers

Bottani (2009) says agility providers are the elements which constitute the structure of an agile organisation. The agility providers are the means through which agility capabilities can be achieved. Zhang and Sharifi (2000);Dahmardeh (2010) suggest that the agility providers can be achieved through the integration of three essential components which highly skilled workforce, knowledgeable people and advanced technologies, meaning that for any organisation to become agile in terms of business models agility providers must be in place as these actually enable the actual changes to take place as they enable the processes and practices to be effected.

2.9 Role and importance of business agility on organisational performance

Nold and Insights (2013) writes that the process of adapting continuously to changes taking place in the environment is an ongoing thing that results in the entire changing of the organisation but without necessarily noting that there has been significant change in the organisation, thus agility is the ability of an organisation to make countless adaption and continuous nonstop changes that actually make it possible in having the fundamental blocks of the organisation that actually make it possible to continue to grow and according to Jafarnejad and Shahaie (2008) agility has a role in delivering value to customers , being ready to embrace changes in the market and technological changes and thus enabling organisations to have core competencies , having skilled people and sharing of information in gaining competitive advantage.

The world today is ever-changing, and so is the way business is being conducted, with globalisation and changes in technology taking place. Joiner and Brooker-jones (n. d) says that the pace of change in the business environment will continue to change, competition will be experienced heavily thus the need to embrace for changes in the business models and cycles and

the way business is being conducted and run. Unpredictability and complexities and interdependence will continue to grow and thus organisations that need to enjoy sustainable success need to develop a level of business agility that will match the increasing level of change such the need and importance to be an agile organisation. Tseng and Lin (2011) extends to emphasise the role of business agility on performance stating that such organisations benefit from efficient reaction to market requests through customisation of products and services , are able to avail products to their customers in a cost effective manner and in addition increasing customer satisfaction through meeting timely customer expectations. According to Bottani(2009);Wageeh (2016) agility is an important characteristic that leads to organisational survival and staying competitive.

Crocitto and Youssef (2003); Tseng and Lin (2011) claim that it is critical to have an integrated procedure within the organisation to ensure that the business system are in sync in order to transform the business procedures into competitive advantage that is brought about by agility It therefore means that from the authors business agility has a vast importance in transforming the business systems enhance and improve the performance of an organisation in aiding to competitive advantage however some authors argue that in order to archive such advantageous undertakings organisations need to comprehend and integrate their processes in ensuring that agility providers satisfy agility capabilities in order to transform all the attributes into a strategic competitive advantage .

2.10 Individual Leadership –Agility concept

Agile organisations require fundamentally new and different kind of leadership style that actually shape organisational culture and growth. Smet *et al.* (2018) emphasise the need for leadership in agile organisations stating that leadership is the best enabler or barrier to agile organisations as the leader is the visionary, architect , catalyst and coach in every transaction of the business. Smet *et al.*(2018) leadership is an important concept for agile organisations and thus leadership should not be taken as a trait of an individual but consideration should go further to make it as a characteristic of an organisation. Leadership agility is the ability to be able to lead effectively under conditions of notably rapid changes and complexity and in such conditions being able to make the organisation viable and sustainable for the future.

The rapid changes in business systems and processes require adaptable leaders who are humble ,adaptable , are visionary and engage themselves in all the business process, being humble ,means that the leader accepts feedback whatever the circumstances and acknowledge that others also have better knowledge than himself Neubauer and Wade (n. d) with the changing trends , leaders need to be adaptable and accept that there is growing number of changes in the environment and hence the need to be very visionary by having a sense of long term direction even if the short term direction might seem to be covered in uncertainties and thus leaders in agile situations are always alert they make informed decisions and are fast to execute their plans. According to Jensen and Luthans (2006) today's entrepreneurs business environment needs leaders who are genuine starting with self and embrace high business ethics as a way of creating higher trust , building relations and broadening the way of thinking in order to achieve in greater depth for the organisation,

2.11 Authentic leadership on business agility

Müceldili *et al.* (2013) alludes that organisations need leaders who are authentic and are able to cope with the turbulent environment and dynamically change the work environment by being different and connect employees in finding meaning and connection in the work place. Harraf *et al.* (2015) points out that agile organisations are associated with decision making that require rapid response and speed and leaders who provide guidance and establish organisational performance by stimulating the actions of the employees to act in a timely manner to the changing environment. Thus it is important for leaders who operate in a dynamic context to incorporate their leadership development and effectiveness Avolio and Gardner (2005) in order for the sustenance of authentic performance link to be integrated in the organisational context thus leaders share with their followers where the organisations intend to achieve by sharing the organisations goals and vision and being clear by upholding values of the organisations through sharing .Crocitto and Youssef (2003) notes that business agility is dependent upon the leadership to create an agility vision and mission within the employees and this is foreseen by organisational rewards and adapting and accepting environmental changes so quickly affecting the business operations , customer needs and business connections.

Agile organisation need to make decisions that are based in three criteria, speed , actual decision and rapid response , leaders thus provide guidance to establish the precedents in which the

organisation needs to follow and perform. Harraf *et al.* (2015) leaders in agile organisations do not adhere to the old and traditional way of building organisations but find themselves in adjusting to the new context by developing the inner agility by shifting from being reactive but rather having a creative mind-set that rests on team building and collaboration with his or her subordinates. Smet, *et al.*(2018) extends to explain saying that today's world is continuously changing hence it is important that leaders understand the concept of design thinking and business model innovation and do so ,leadership in agile organisations empower and trust teams which is composed of the right people with the right mix of perspectives and in order to make it work authentic leaders in agile organisation play a key role in real listening by making sure that every voice is listened to and in some case not necessarily for consensus but to ensure that every diversity mind has been taken into account to enhance creativity and differentiation in meeting customer needs , meeting stakeholder expectations and making sure that shareholder value is maintained.

Müceldili *et al.* (2013); Gill *et al.* (2018) are in agreement to say authentic leadership describes leaders who have passion and bank in empowering their employees in order to fuse the dynamic processes in constructing a true vision that is viewed as real in the organisation , not only that importantly employees are able to effectively handle the changes and challenges that come by and thus organisations are able to remain and develop. Stander (2019) adds on to say that organisations with leaders who attract and develop talent have a great potential of exploring great ideas and engaging in debate that bring out brilliant ideas to invest in order to stand up on foundations that is able to bring out organisation to achieve more in changing times, however it seems as it is not easy to achieve organisational agility by adaptation and adopting to great ideas as Appelbaum *et al.*(2017) argue that organisations fails in detailing on how to transform cooperation into high adaptive , flexible organisations as is also other market dominance and thus business agility is a complex , multidimensional which comprises of an organisation to sense environmental changes and being in a position to respond quickly and being in a position to assemble resources , capabilities and processes.

2.12 Entrepreneurial success

Although there is no exact definition of entrepreneurial success there is agreement that the society at large benefits from entrepreneurial success and there is no common denominator for

success as it varies from different society to another .Baron and Henry (2011) notes that entrepreneurial success indicates an achievement on the organisation variables .Success can be explained as a favourable or prosperous end results of ones attempts or endeavours .Fisher, Maritz and Lobo (2014) alludes to the fact that entrepreneurial success is the success of a venture or a business activity or it is sometimes connected to the success of the entrepreneur who is connected to the venture. Fisher *et al.*(2014) points out that entrepreneurial success can be understood by different indicators and these vary from business, economic psychological and social indicators and include survival in the business arena beyond a certain timeframe perceived by the society. From the authors it can be explained that though there is no general definition of entrepreneurial success, indicators though they vary from individual perspective can detect an entrepreneur venture success, the indicators vary from objective point of view to subjective point of view.

According to Jenkins (2018) entrepreneurial success can be indicated by different variables ranging from firm oriented and entrepreneur oriented stating that firm oriented success include monetary variables and non-monetary variables .Non-monetary success include other factors such as creation of employment ,growth in size of the firm and social value creation. Monetary success include sales and revenue growth including financial indicators.(Jenkins, 2018) also extends to explain that entrepreneurial monetary success include wealth creation and performance outcomes.

Determinants of entrepreneurial venture success

Entrepreneur success can only be emphasised through performance measurement of the entrepreneurship .Musyoki (2017) states the long term permanency of a venture leads to the entrepreneur playing a crucial role in the long term growth of the organisation , making clear the vision ,inspiring others and emphasising on various aspects that lead the venture to long term performance .Jenkins (2018) elaborate to the fact that entrepreneurial success can be measured in both monetary and non-monetary criteria thus to be able to understand the concept the determinants of entrepreneurial success are taken to be multi-faceted and involving monetary and non-monetary indicators which will be considered in the research.

According to Shafique, Rizwan, Jahangir, Mansoor,Akram and Hussain (2008); Jenkins (2018) emphasise there is need of increased market share and to be able to do so the entrepreneur focus

on the market needs through customer acquisition and creating strong connections with the new clientele, customer retention and customer extension by giving customers access to specialised promotional activities and increase in customer satisfaction leads to increase in sales and hence the chances of success is increased more as customer focus approaches are important variables in increasing organisational performance.

The prevailing in firm growth can also be determined in financial terms as the venture is for creation of wealth for the entrepreneur and income generating .Shafique *et al.*(2008) explains to the fact that cash flow planning and costing system show survival and growth of the firm which is depending highly on working capital , profitability , management of accounting systems and good accounting procedures show the success of the venture .Musyoki (2017) emphasise that one of the reason why venture fail is poor and careless financial management, hence the growth of the firm is highly dependent upon effective management of working capital.

Shafique *et al.*(2008); Fisher, *et al.* (2014) further explains that human capital is also an important determinant for entrepreneurial success as human capital fully utilise the assets through their knowledge , expertise and experience hence playing a very key role in improving the performance of the organisation , in addition Shafique *et al.*(2008) claims that innovation is directly related to human capital and thus human resources is a crucial resource in an organisation's survival and success of the entrepreneur firm as through human capital a firm can establish competitive advantage.

Jenkins (2018) says entrepreneur success can also be evaluated using non-monetary criteria and the non-monetary outcomes also influence the success of the entrepreneur , non-monetary determinates may include personal fulfilment , community impact , personal financial rewards, recognition and self-motivation as sources of entrepreneurial success (Fisher,*et al.*, 2014)

From the authors it can be noted that entrepreneurial success is subjective and there is no actual definition that can actually prove entrepreneurial success and hence different authors have bring about different dimensions that can be used in analysing entrepreneurial success in society which ranges from monetary view and non-monetary view and which is all important to different entrepreneurs in defining their success.

Importance of the subject

An effective leadership style is that which takes into account and offers a variety of business opportunities and advantages in the business environment and is characterised by a growing workforce. Today's entrepreneurs do not need the traditional way of leadership whereby most entrepreneurs are the centre of all business decisions and strategizes all business transactions by imposing a prescriptive one size fits all decisions and let alone the leadership qualities and skills that are being expected for one to deliver an enterprise is filled with great hope and build on trust for sustainability by engaging its workforce for greater and creative ideas which need to be implemented in a fast, efficient and most effective manner that makes the enterprise to compete at a higher level than what its predecessors and potential competitors do.

Importantly enterprises to become agile need leaders who practice a better and different kind of leadership, as such enterprises need to extend the competencies of the leaders to make their enterprises more successful than before. Authentic leaders prioritise being honesty and straightforwardness, exercise transparency while acting in line with morals and acting ethically in the execution of their duties should allow for hallocratic organisational way of doing things and desist from stricter roles and adherence to hierarches as great ideas come from any level from the organisation. In doing so leaders are giving room to build for agility to be able to adapt and lead in a way that ensures the organisation is well positioned to respond to the likely changes by building an agile culture within the organisation.

Organisations cannot ignore the fluctuations happening in the business arena and has to have gain level of confidence when conducting their everyday operations, anticipate for fundamental marketplace shifts and have to reshape their priorities in order to quickly respond to business movements and customer expectations. The business world is becoming complex each day , new things of doing business are being discovered , customer expectations and need are constantly changing and so is technology and as such companies need to keep excellence with both customers and employees and have to keep pace with competition.

Research has shown that entrepreneurs are a great contributor to the world economy Fisher, *et al* (2014); Leitch and Volery (2017) the growth and success of entrepreneurship reduce the rate of unemployment and cater for the development of talents and skills among the local citizens of the country .Zimbabwe entrepreneurs are also contributing to the economy of the country Therefore

it is crucial to identify the extent of authentic leadership and business agility in influencing entrepreneurial venture success in order to promote longevity of enterprises.

2.13 Empirical study

Empirical evidence from other researchers was also conducted on the related topic in order to understand how other scholars had researched and understood the topic under study.

Empirical evidence on impact of business agility on entrepreneurial success

Kwon, Ryu and Park (2018) conducted a qualitative research on the process for successful opportunity pursuit based on the entrepreneurs' strategic agility and the firms capabilities. The findings were that the strategic agility and high alertness of the entrepreneur leads to opportunity recognition and the rapid changes in the internal and external business environment also affect the performance of the enterprise and the agility capabilities uncovers the innovation which is brought about by responsiveness, being flexible, showing competency and flexibility and hence the need for the need to be aggressive in terms of competition in the market player of the same industry. The agility attributes is influenced by the competitive base of the enterprise and these competitive base are defined by the dimensions that a firm possess in terms of speed, flexibility and reactivity of the enterprise.

Enterprises today have been described to face dynamic competitive environment in which changes are continuously taking place each day and these changes can drastically disrupt the enterprise ability to survive and only determination of organisational responsiveness and corrective actions can improve the organisational level of agility. Lee *et al.* (2017) conducted a quantitative study in the Korean and Japanese enterprises conducting case studies with five organisations to test the role of organisational agility in the relationship between use of management control systems and organisational performance the findings were that agility positively affects the performance of an organisation and abilities of an organisations of being open to its surroundings, detect and take advantages of its opportunities than competitors improve financial and non-financial performance of an organisation.

Another quantitative study was conducted by Saed Hijjawi and Al-Shawabkeh (2017) to find out on the impact of strategic agility on business continuity management with entrepreneurship alertness as a moderating variable the findings were that effective and efficient business

continuity management can be obtained with strategic agility provided that there is high presence of entrepreneurial alertness.

Empirical evidence on impact of authentic leadership on entrepreneurial success

Entrepreneurial leadership has been studied by different scholars Jensen and Luthans (2006); Jones and Crompton (2009); Jenkins (2018) they reviewed that authentic leadership creates a condition for higher trust and identification of individual gap which aids in building individual strength. Authentic leadership has been said as a life time program and an ongoing process between the leader and the followers with the characteristics of the leader providing for the followers to explain their views and ideas thereby igniting employee's creativity and innovativeness. According to Dimovski *et al.* (2012) an organisation that is centred on authenticity is characterised thorough discipline and producing results expected by its stakeholders .

George (2018) asserts to the fact that organisations with authentic leaders has potential for organisational stability and internal growth that is brought about by the entrepreneur self – reflection and draw personal meanings from their experiences and also their followers as their source of information in which their judgements and decisions are based upon thus causing authentic leadership to have a positive influence on followers job satisfaction and job performance and entrepreneurship take advantage of job performance in their competitive environment.

2.14 Literature synthesis and conceptual framework.

Leadership has evolved over time with modern theories alluding to the development of leader-follower relationship and emergence of leadership theories such as Transformational leadership, Leader member exchange theory. It has been noted that leadership is a dynamic process whereby one has to influence the behaviour of followers in order to achieve organisational goals. To become an authentic leader, it is important to know and understand where one stands starting from self and understand the important morals and professionals issues in order to act accordingly. The wisdom of own experiences and life events is a thorough examination of standing the ground of being true to oneself and hence what is expected is the alignment of key values to correspond to action and truly speaking the recognition of for the need of upholding a moral and ethical platform that corresponds to life experiences and work attitude which results in

authentic relationships and of course these qualities can surely be acquired, developed and learned over a period of time.

An authentic leader demonstrates the ability to showcase the rightful attitude and behaviour, decision and action especially when the time of change arises. Authentic leaders play a significant role in transforming their followers by being role models and grooming authentic followers and hence leaders life experiences provide chance to practice leadership skills and try leadership approaches through initiatives in organisations.

Enterprises need leaders who are authentic are highly motivated in identifying the key indicators to business agility by changing mind-sets and obtaining more value in complex situations and thus leaders act as levers to entrepreneurs business venture success. To enhance such indicators for entrepreneurial venture success there is need to instil the innovation culture to enable organisations to have a systematic ability to sense and respond rapidly to the changing business environment. Literature has shown that entrepreneurial venture success can be defined by different indicators, the alignment between sensing capability and responding capability to market trends ensures that the organisation utilises all its potential resources and obtaining an optimum organisational agility. Thus entrepreneurial alertness is brought about by having strategic foresight and internal systematic insight ,very crucial components for aligning sensing and responding capabilities which allows organisations to quickly retool existing products and to customise service offerings .Other scholars have dwelled much on other growth indicators and entrepreneurial leadership in general and in this study the researcher intents to uncover the gap on the extent of authentic leadership and business agility as indicators for entrepreneurial venture success.

The intention of the study is to prove the hypothesis as follows:

Main Hypothesis: Authentic Leadership and business agility both lead to entrepreneurial venture success

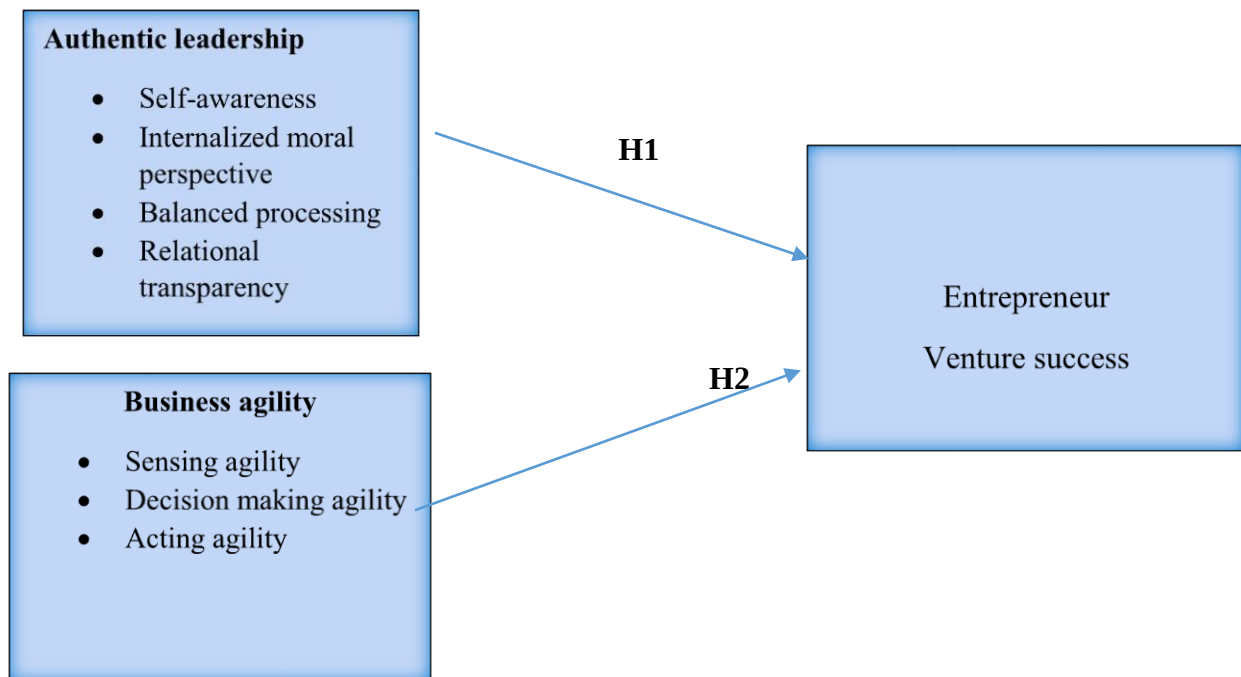
H1: Authentic leadership has positive influence on entrepreneurial venture success

H2: Business agility leads to entrepreneur venture success

The proposed hypothesis can be illustrated diagrammatically as follows:

Conceptual framework

Figure 4: 2.4: Conceptual Framework



2.15 Chapter Summary

This chapter has been emphasising on the literature pertaining to the dependant variable, independent variable, mediating variable. Theories and concepts have been alluded to explain further the topic under study which is to unpack the relationship between authentic leadership and business agility, a study on factors influencing entrepreneurial venture success. The next chapter will be explaining the research methodologies.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Literature review and underpinning theories on the research under study have been presented and discussed in the previous chapter. This section describes the research methodology, Igwenagu (2017) says research methodology is a systematic analysis of theoretical methods and principles that are applied in a field of study and provides a framework within which a study is conducted. A study can be split into either a qualitative research, a quantitative research or a mixed research. A quantitative research has been described by Arisha (2018) as a study which seeks to investigate a phenomena under study through quantifiable data in numeric form and further apply mathematical techniques in data analysis. The researcher opted to use a quantitative study to establish relationships of variables under study.

This chapter comprises of methods which were employed by the researcher to fulfil the research process. This chapter presents an overview of research philosophy, research paradigm, research design, research approaches and research paradigm, further the chapter focuses to dwell into research strategies, population and sampling and introduce the research instruments that have been utilised in order to have responses to fulfil the aim of the study. More discussion were also elaborated on data analysis techniques, reliability and validity and ethical issues that were adhered to during the course of the study.

3. 2 Research Philosophies

Saunders , Lewis and Thornhill (2019) defines research philosophies as a system of beliefs and assumptions in the development of facts and knowledge and undergoes to address specific problems that will in turn address the development of new knowledge. Ontology is defined by Saunders, Lewis and Thornhill (2009) as assumptions that best describes the nature of reality. Kivunja and Kuyini (2017) defines ontology as a phenomena that seeks to unpack the real nature and foundational concepts which constitutes themes that are analysed and which meaning can be withdrawn from the research understudy. According to Saunders *et al.* (2009) , two different aspects to ontology leads to different positions on issues depending with the development of the knowledge and these aspects are objectivism and subjectivism. Objectivism is said to portray the social entities to reality and seek to establish the real truth by which measurable facts can be established and from which generalisation can be drawn whilst with subjectivism the assumptions are withdrawn from social actors where reality is created from perceptions and opinions, subjectivism emphasise that the reality lies in the projection of the human mind (Saunders *et al.*, 2009).

Epistemological according to Saunders *et al.* (2019) is concerned with the nature and appropriate ways by which knowledge has been acquired and how to communicate the knowledge to others. The importance of epistemology is the means of the different types of knowledge acquired and it includes numerical data, visual and textual data and ranges from views, opinions and might include narratives and stories

3.3 Research Paradigm

The definition of research paradigm has been explained by different authors .According to Shah and Al-Bargi (2013); Khan (2014) research paradigm is a set of ideas that provides a leeway to the world when the assumptions have been applied and provides answers to questions when the interpretation to questions under study have been alluded to whilst Mark, Lewis and Thornhill (2019) argues that a research paradigm refers to the way in which a social phenomenon can be examined and particular understanding and interpretations will be gained. The researcher is of the mind that research paradigm follows from the social views where interpretation of question either follows an objective view or is guided by opinions and perceptions .There are three main types of research paradigm namely interpretivist, positivism and pragmatisms. Khan (2014) differentiates positivism paradigm as that which is associated with objective behaviour and

alludes that the positivism paradigm is associated with a cause and effect relationship where it can be measured and human activity can be predicted, a positivism paradigm concentrates on estimation and calculations of the occurrence of events in the world. On the other hand Interpretivist follows a study that is subjective in nature and present ideas in different ways , they believe that through interactions , own experiences and perceptions in different contexts individuals can form their own realities of the of the world in different contexts (Khan, 2014).Positivism tries to qualify how variables are related and positivists believe in testing hypothesis as the study will be quantitative. Pragmatism borrows from the two paradigms that is the positivism and the interpretivist by mixing both methods.

3.2.1 Research paradigm for this study

The researcher opted to use the positivism paradigm, it was chosen because positivism paradigm relies on one truth by interlinking relationships between variables and predicting human actions through and making estimations on the occurrence in the future, hence the research found out relationship between the independent variable which is authentic leadership and how it influenced business success.

3.4 Research Design

A research design is an overall plan to the scientific problem , it is a framework that seeks to answer the research questions (Megel and Heermann, 1993; Mark, *et al.*, 2019).According to Neethling (2016) research design is the overall strategy that is needed in order to integrate all the different components in a more logical way and is used to articulate the research problem. The classification of research design is three fold namely explanatory research design, exploratory research design and descriptive research design. According to Saunders *et al.*(2009) an exploratory research design seeks to have insights to the research problem , the relationship between variables is still not clear ,a descriptive research design involves describing and observing of a subject without influencing it and seeks to answer questions such as what ,who, how, where and when. Lastly explanatory research design main theme is on studying a situation or problem in order to explain variables under study and mainly is concerned with the cause and effect of one variable the next.

3.3.1 Research Design for this Study

The researcher used explanatory research design which was more suitable to the area under study. The research design was chosen as the study was to establish to explain and to understand the relationship between authentic leadership and organisational success. The researcher also used theory and hypothesis in order to explain the forces that actually caused certain phenomena to occur

3.5 Research Approaches

According to Cresswell (2014) research approaches are plan and procedures of research that span from a broader assumptions to detailing methods of data collection, analysis and interpretation that is a research approach gives direction to the researcher to conduct research systematically and efficiently, such approaches come in three types which are deductive , inductive and abductive approach .Saunders *et al.* (2009) highlights that inductive approach is whereby one collects data for exploring to understand meanings and interpretation basing on perception of participants and later on the researcher has to deduce theory from the data gathering ,it is a bottom up approach . A deductive approach is associated with testing objective theory by establishing relationships among variables. Arisha (2018) notes saying a deductive approach starts by explaining a theory and the research method follows to test the theory and establishing relationships among variables to explain a certain phenomenon which at the end the results are generalised furthermore explains the adductive approach that it borrows from quantitative and qualitative research study in order to best describe surprise puzzles that can only be explained using the mixed approach.

3.4.1 Research approach for this study

The research approach for this study was deductive approach, the deductive approach was used by the researcher as the study is moving from theory to contextualise data gathered in order to explain the relationship between variables. Hypothesis have been drawn among the relationship of variables and the deductive approach tries to explain hypothesis from theory in order to explain the actual relationships of variables .Furthermore the study is quantitative study meaning that data collected can be measured and analysed using statistical measures

3.6 Research Strategies

The research strategy chosen by the researcher is a survey study, generally a quantitative study uses a survey or an experiment. The nature of the study is following an explanatory research design the researcher opted to use a survey as it was the most appropriate research strategy in carrying out the research. The survey method was also chosen as a survey provides for a systematic and easier way of collecting and analysing information and thus providing an understanding of the phenomena in a greater depth and in addition a survey allows for random sampling technique in the collection of data (Parris & Peachey, 2013). According to Ponto (2015) a survey is the collection of information from a sample of participants by asking them questions.

3.7 Population and Sampling

According to William (2011) population is the totality of all elements and constitutes to be the principal subjects under investigations and where research findings can be generalised , furthermore according to (Saunders, Lewis and Thornhill, 2009; Tharpe, 2017) population refers to the whole of a group ,elements or things of interest to the researcher. The population of this study comprises of employees for long distance routes from Harare with the estimated total number of 1200. Employees data was sourced from company records through verbal enquiry on the actual number of employees who are fully employed by the two companies. In order to cut on costs and time constraints the researcher had to sample the population into a manageable number.

3.7.1 Sampling

Taherdoost and Group (2017);Saunders *et al.*(2019) define sampling as a technique that is concerned with the selection elements/individuals from within a defined population to estimate the full characteristics of the entire population

According to Saunders *et al.* (2009) ; Arisha (2018) Sampling provides a more convenient and practicable implementation of the problem under study within time and budgets limits. The researcher had to sample as it was not possible to do research on the entire population because of financial constraints and time which is always limited

There are two types of sampling which are probability sampling and non-probability sampling. Walliman (2011) ; Saunders *et al* (2019) says that probability sampling is a situation whereby each element has an equal chance of being selected and participate , it thus means that using probability sampling one generate a representation of the population .Non probability sampling is based upon non-random means where an element has no equal chance of being selected. In this study the researcher chose to use probability sampling as the sampling method is suitable for quantitative research.

The researcher used a simple random sampling method. The sampling method was employed to ensure equal representation of the variables under study.

Determination of sample size.

When determining the sample size the researcher used the following statistical formulae

n=	N
	$1+N(e)^2$

Where n is the sample size

N is the population size

e is the sampling error

The sample was calculated as follows

N=	1200
	$1+120(0.05)^2$

=	300
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A sample of 300 was chosen to investigate the impact of authentic leadership and business agility in influencing entrepreneurial venture success.

3.8 Data Collection Instruments

Data collection is defined as a process of gathering information pertaining to variables under study in a systematic way with the intention of answering research questions, test hypothesis and evaluate outcomes Muhammad and Kabir (2018) in order to do so a research instrument is used to collect data. The research instrument used for this study is a structured questionnaire (see Appendix 1). According to Saunders *et al* (2009) a structured questionnaire is a tool that is used to collect information in which each individual is asked to respond to the same questions in a predetermined order. Muhammad conquer stating that a structured questionnaire is an instrument comprising of a series of questions and other prompts in order to gather enough data.

The researcher opted to use a questionnaire (See Appendix 1) because it is cheaper and less time consuming for the study and the study is explanatory research hence it is appropriate to use a questionnaire. A questionnaire has an advantage in that it collects uniformity of questions across the chosen sample which was easier to generalise the responses to the general population. The instrument mainly concentrated on questions pertaining the influence of authentic leadership and business agility in influencing organisational success. The questionnaire mainly composed of closed ended questions where the participants were to provide their responses in a Linkert scale.

The researcher personally visited the offices of the two transport operators in Harare and met with respondents and the aim of the study was well appraised to the respondents, the researcher gave assurance that the information obtained from the questionnaires was to be held with confidentiality and hence should not include any names on the questionnaires. Some questionnaires were hand delivered to the respondents whilst some questionnaires were emailed via the administrator who would deliver and administer them and the researcher would go for collection.

3.9 Instrument Development

An instrument can be developed either in three different ways which are , adopt , adapt or develop a new tool .Saunders *et al.* (2009) assets that adopting or adapting is appropriate for replicating questions as it allows reliability to be assessed. When a researcher opt to adopt it means that the researcher intends to use an already established tool and it has an advantage in that the instrument will have been already tested and validated .If one intends to adapt it means that one intends to borrow and adjust the instrument and also adapting has an advantage of validity and developing a new tool , a new tool has an advantage in that it shows creativity however the tool needs a pilot study before carryout the research .(Instrument was adapted from Avolio et al.;2004)

3.10 Data Analysis Techniques

Data processing was done using IBM statistical package for Social Sciences (SPSS) version 23 and the results were shown in tables, graphs and charts. William (2011) explains that data analysis is a means of computing measures in order to establish the relationship that exist along data groups. Through descriptive statistics calculation of mean, mode, standard deviation, frequency distribution were also calculated in order to explain further the sample. correlation test for direction, statistical significance and magnitude of relationship were done to assess the extent of association between variables, according to, correlation coefficient is a measure of association whilst regression analysis is a measure of testing the relationship between two variables was done to test the overall impact of the model and impact of individual factors in order to measure the cause-effect relationship

3.11 Reliability and Validity

The research under study is a quantitative study and credibility issues were addressed through reliability and validity.

Reliability measures consistency of the instrument meaning that the instrument can be used several times in different studies .Saunders *et al.* (2009); Igwenagu (2017); Arisha (2018) asserts that reliability is the extent to which data collection techniques and procedures yield consistent results, reliability deals with consistency, dependability and replicability and it is thus said to be reliable when it yield the same results if the same study was to be conducted in the same

environmental settings and hence the instrument can be said to be reliable. In order to measure reliability Cronbach Alpha coefficient was used to measure reliability.

Saunders, Lewis and Thornhill (2009) and Mohajan (2017) defines validity as a measure of correctness and accuracy of the instrument, validity measures truthfulness and accuracy of the scientific findings hence an instrument must measure what they are intended to measure (Salkind, 2012). To ensure content and face validity of the instrument, consultation was done with experts in the field under study were approached for advice. A set of questionnaires and research questions were given to the experts who went through the research questions and questionnaire in order to ascertain the accuracy and adequacy of the question, moreover a pilot study was also conducted, a pilot study involves the conduction of a small study done to determine whether the questionnaire is adequate and appropriate in carrying out the study and few selected people are involved during a pilot study (Wilkinson & Benningham, 2003). The researcher selected a few sample to respond to the questionnaires and these responses were not included in the final results

The move was to ascertain reliability and validity and the process was important for the researcher because the questionnaire was proven for word correctness and ensuring the questionnaire was capturing all the information intended to be captured out of the study, both content and face validity were also to be ascertained study as it shows whether the study can be replicated and in addition it will show whether there is applicability of the research finding in other settings or with other subjects that are outside the research sample (Graziano & Raulin 2006).

3.12 Ethical Considerations

The conducting of a study requires honesty and integrity and in order to render the study ethical the researcher observed confidentiality to information obtained, anonymity and informed consent to the participants.

The researcher attached a letter of consent from the respondents so that they would know the purpose and intention of the study asking them to complete the questionnaire (See Appendix 2), in addition a letter for confirmation seeking permission to do a study was shown to the authorities before distributing the questionnaire to the respondents (See Appendix 3)

Verbal consent was obtained from the administrator in charge and also verbal consent was also granted from the respondents who completed the questionnaire and participated to the study voluntarily. In order to protect confidentiality of organisations and participants the researcher had to mask the organisations as there was only verbal consent to carry on the study.

Moreover the researcher ensured that no name or organisation was to appear on the questionnaire as the information was to be treated with maximum confidentiality and was to be used solely for the purpose of academic writing and no outside motive whatsoever.

3.13 Chapter Summary

The methodologicals were set out. Research philosophies, paradigms, research design, research approach adapted by the researcher have been discussed. The population and sampling determination and procedure have been outlined, research instruments for data collection and data analysis have been discussed in this chapter. The researcher spelled out the credibility issues and ethical considerations which were observed during the entire study. The next chapter will discuss and outline Data, interpret and present the Data in different format.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

4.1 Introduction

The previous chapter had been discussing the research methodology that was employed by the researcher in order to fulfil the research process. This chapter presents research findings of statistical analysis obtained from participant demographics. The statistical package used in this study to process data is Statistical Package for Social Sciences (SPSS) version 23. The discussion will start by descriptive statistics, reliability analysis will be discussed followed by correlation between authentic leadership, business agility to entrepreneurial success will be elaborated in this chapter. The data will be presented using tables and graphs and an interpretation of the results will be used in order to draw conclusions and make recommendations.

4.2 Response rate

Table 2:4.1 Response Rate

Questionnaires distributed	Returned	Response rate
300	217	72%

Source: Primary data

The researcher distributed 300 questionnaires and 217 returned giving a response rate of 72 %. According to Polit.et.al (2001) a response rate above 50% is regarded as adequate for the research and reliable.

4.3 Demographic Data

This section gives an overview of the variables outlined in the biographical section of the questionnaire. The demographic variables that were of attention included

- Gender
- Age
- Experience
- Level of position

4.3.1. Gender Distribution

The majority of the respondents were males constituting 73% of all the respondents against 27% female respondents. The researcher believes that the sector is male dominated maybe it's because of the nature of the job that requires long shifts and manpower and mechanical engineering and long distance drivers and their assistance are mostly man compared to females and in most cases the females were in the administrative side. Results obtained were not male biased as the sector is male dominated as well as the leadership is of the same.

A pie chart below presents gender distribution of respondents.

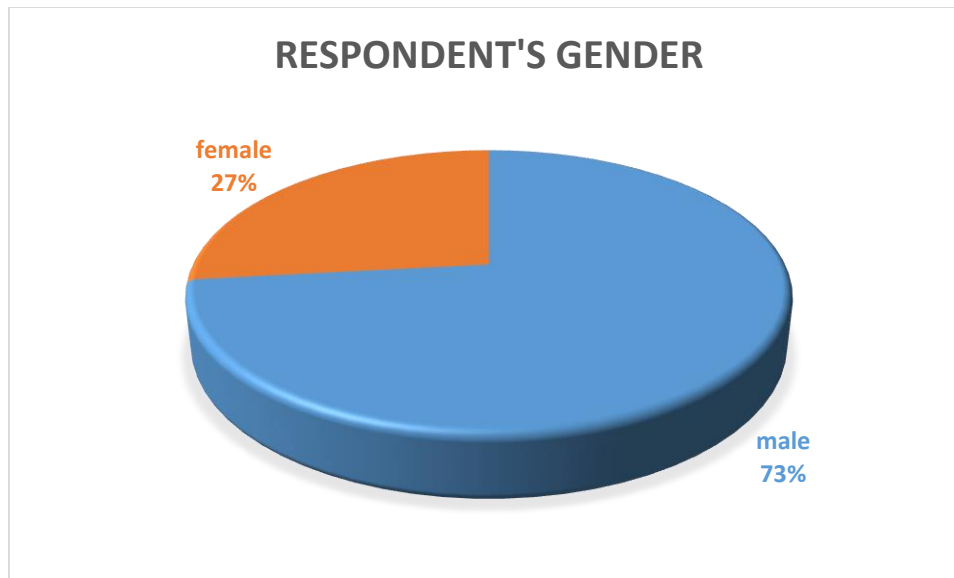


Figure 5:4.1 Respondent's gender

Source: Primary data

4.3.2 Age Distribution analysis.

Minimum age for the study was 25 years and the highest range was above 40 years. Results from respondents showed that most of the respondents were between the age of 33-39 years with the sample represented by 101 respondents and constituting 47%. This is because this is a middle working class age most of the people at this age group are working followed by those at or above the age of 40 who constituted 39%. The least respondents was the age group below the age of 25. Most of the people in this range are still students which also was supported with the least responses of obtained (7.3%).

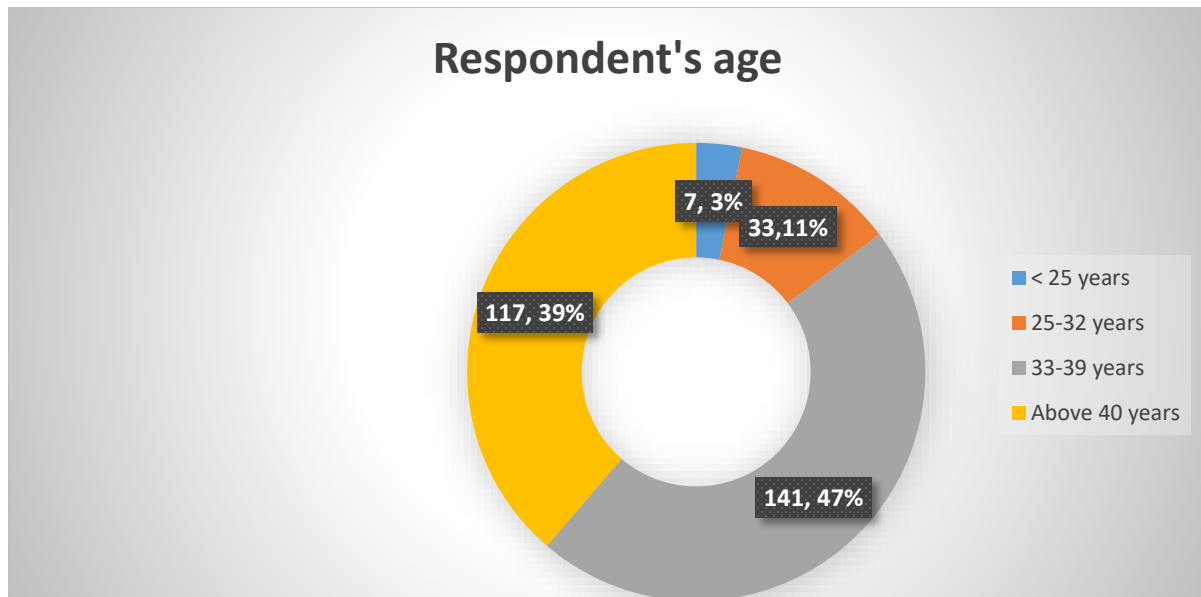


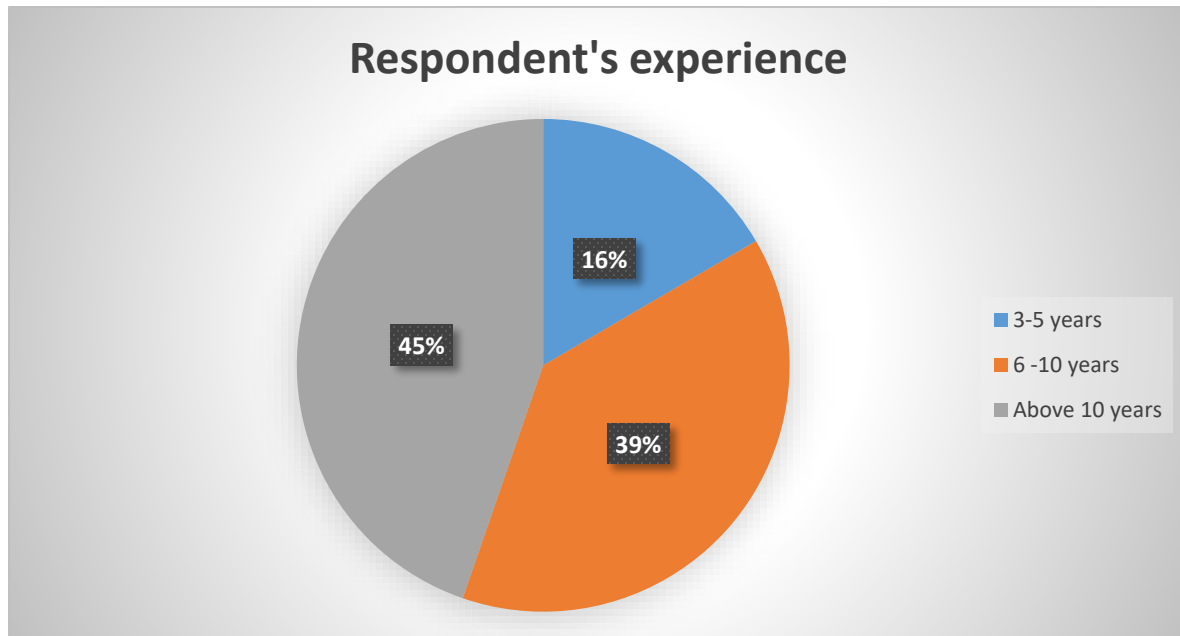
Figure 6: 4.2: Respondent's Age

Source: Primary data

4.3.3 Experience

With respect to experience most of the respondents are well experienced in the industry. Those who are above 10 years' experience were the highest respondents representing 45 % of the total respondents followed by 39% with 6-10 years' experience. Those new in the industry constituted only 16%. The level of experience distribution further strengthens reliability of the findings.

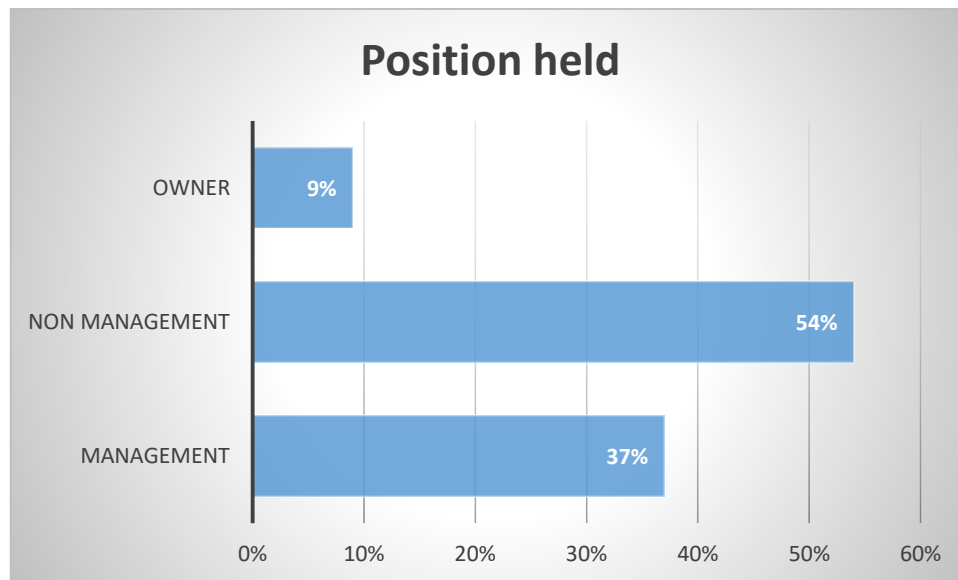
Figure 7.4.3: Respondent's experience



4.3.4 Analysis of the position in the organization.

Most of the respondents were non-managers the researcher believe that it is because of hierarchy and the busy schedules of business owners, could not get responses from them, however most of them were represented by non-managers constituting 54%. Management were 37% of the total responses yet only 9% were the owners of the businesses under study.

Figure 8: Position in Organisation



Source: Primary data

4.4 Reliability test

Reliability tests are used to test the credibility of the research and the internal consistence of the research instrument. (Tavakol and Dennick, 2011) explains that Cronbach alpha is an index of reliability associated with the variations of underlying constructs under study. Cronbach Alpha developed the reliability test and came up with a coefficient which shows extent of positive correlation of the variables under study. The tests states that the closer the coefficient is to 1 the greater the internal consistency.

Reliability Statistics

Below is a table shows the value after carrying out the reliability tests.

Table 4.3: Reliability Statistics

Cronbach's Alpha	Number of Items
.749	39

Source: Authors Computations

The rule of thumb of the reliability test by Cronbach states that for the instrument to be reliable, the alpha value should be 0.70 or higher. The table 4.9 above is showing the alpha value of **0.749** which shows that there is a high consistency for the instrument utilized on the sample.

4.5 Validity test

The researcher had to ascertain the validity of the questionnaire, validity measures the accuracy and truthfulness of the findings under study, that is to determine whether the research questionnaire measure what it is intended to measure and hence the researcher conducted a pilot study in which questionnaire were distributed and responses were gathered to have an insight on to ascertain content and adequacy of the questions. The researcher was convinced that there was no disparity amongst the responses which helped to justify the scale used and thus established the content validity. Face validity was also conducted by consulting experts for advice and correctness of the questions in order to determine whether the questionnaire was capturing all the relevant information to be measured under study. The responses were not included in the sample size as the responses were only used to determine the accuracy and adequacy of the research instrument.

4.5 Normality test

The researcher conducted a normality test to ascertain if the data was even or unevenly distributed. The researcher conducted this test using the Shapiro-Wilk which is the normality test used when the sample size is less than 2000.

- a) Even Distribution $p > 0.05$ (Parametric Tests)
- b) Uneven Distribution $p < 0.05$ (Non-Parametric Tests)

The independent variables namely authentic leadership, business agility, were all tested for normality with performance as the dependent variable.

The table below shows the Shapiro-Wilk test results. The significance values of the test as indicated on the table all have figures that are below 0.05 hence it means that that the data was unevenly distributed therefore the researcher made use of non-parametric tests. The non-parametric test was done using the Spearman correlation test.

Table 4: Test For Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
My actions reflect my core values.	.347	217	.000	.694	217	.000
I seek feedback as way of understanding who I really am as a person	.297	217	.000	.818	217	.000
I use what happens to me as an opportunity to learn more about myself	.343	217	.000	.720	217	.000
I openly share my feelings with others.	.251	217	.000	.835	217	.000
I accept the feelings I have about myself.	.289	217	.000	.691	217	.000
I can list my three greatest strengths.	.315	217	.000	.672	217	.000
I can list my three greatest weaknesses.	.267	217	.000	.769	217	.000
I let others know who I truly am as a person.	.276	217	.000	.777	217	.000
Other people know where I stand on controversial issues	.257	217	.000	.832	217	.000
I am known for high moral and ethical principles.	.320	217	.000	.708	217	.000
My morals guide what I do as a leader.	.329	217	.000	.718	217	.000
I seek others' opinions before making up my own mind.	.295	217	.000	.849	217	.000
I do not emphasize my own point of view at the expense of others.	.377	217	.000	.752	217	.000
I rarely present a "false" front to others.	.340	217	.000	.781	217	.000
I always act on feedback that I receive.	.264	217	.000	.872	217	.000
I listen closely to the ideas of those who disagree with me.	.349	217	.000	.770	217	.000
I do not allow group pressure to control me.	.368	217	.000	.672	217	.000
I listen very carefully to the ideas of others before making decisions.	.315	217	.000	.751	217	.000
I always uphold my organization values	.272	217	.000	.702	217	.000
I admit my mistakes to others.	.279	217	.000	.836	217	.000
I prioritizes customer satisfaction through rapid and continuous improvements that add value to the business	.353	217	.000	.683	217	.000
Change in the way we operate are always welcome	.293	217	.000	.782	217	.000
Organization business system is flexible to accommodate changes	.329	217	.000	.770	217	.000
Employees are resilient to changes and adjust according to changes in the market	.334	217	.000	.748	217	.000
I always make quick decisions and attention	.313	217	.000	.749	217	.000
I make frequent checks to provide the best service	.370	217	.000	.699	217	.000
I quickly adjust my leadership style to the demands of any given situation	.309	217	.000	.762	217	.000
I am sensitive and adapt to market trends to match the business environment	.317	217	.000	.753	217	.000
My organization has realized improvement in Sales revenue	.311	217	.000	.730	217	.000

Tests of Normality						
There has been continuous improvement in financial growth	.284	217	.000	.763	217	.000
My organization has been exceeding financial targets set on a monthly basis	.280	217	.000	.854	217	.000
Business goals set out are being achieved	.324	217	.000	.817	217	.000
My organization has never failed in business opportunities	.335	217	.000	.824	217	.000
My organization has achieved high clientele base than competitors	.392	217	.000	.710	217	.000
Repeat purchases are being experienced	.334	217	.000	.797	217	.000
Staff turnover is stable	.343	217	.000	.752	217	.000
Have competent and skilled staff	.370	217	.000	.720	217	.000
I am satisfied with my business operations	.359	217	.000	.722	217	.000
My organization is receiving public recognition	.364	217	.000	.728	217	.000
a. Lilliefors Significance Correction						

Essentially the tests are separated into two basing on the sample size .Kolmogorov-Sminov test is used for larger samples usually above 2000 whereas Shapiro Wilk test will be used for smaller samples, those below 2000.The decision rule is that if the significance value (p-value) is greater than 0.05, the dataset is normally distributed otherwise the data is unevenly distributed. The table above shows P-Values of .000 which means the data is not normally distributed. The results entails that non-parametric tests should be carried out. Regression and correlation are the non-parametric tests used in this study.

4.6 Authentic Leadership

A Likert scale of 1-5 was used to select the appropriate responses from the choices; 5- Strongly Agree, 4-Agree, 3-Neutral, 2 Disagree, 1- Strongly Disagree. From the results an average score was calculated; **1- 3 – Small Extent, 3 – 3.5 - Average, 3.5 – 5 – Large Extent**

Table 5:Authentic Leadership :Item Statistics

Item Statistics			
	Mean	SD	N
My actions reflect my core values.	4.46	.757	217
I am known for high moral and ethical principles.	4.46	.623	217
My morals guide what I do as a leader.	4.39	.560	217
I always uphold my organization values	4.37	.675	217
I use what happens to me as an opportunity to learn more about myself	4.35	.559	217

I can list my three greatest weaknesses.	4.32	.677	217
I accept the feelings I have about myself.	4.29	.715	217
I can list my three greatest strengths.	4.27	.656	217
I let others know who I truly am as a person.	4.20	.704	217
I listen very carefully to the ideas of others before making decisions.	4.13	.845	217
I do not allow group pressure to control me.	4.08	.618	217
Other people know where I stand on controversial issues	3.99	.935	217
I listen closely to the ideas of those who disagree with me.	3.97	.763	217
I rarely present a “false” front to others.	3.96	.852	217
I openly share my feelings with others.	3.94	.975	217
I do not emphasize my own point of view at the expense of others.	3.84	.884	217
I admit my mistakes to others.	3.68	1.053	217
I seek feedback as way of understanding who I really am as a person	3.65	1.181	217
I seek others' opinions before making up my own mind.	3.58	1.223	217
I always act on feedback that I receive.	2.90	1.215	217

Results above are a summary of varying responses of respondents with regards to Authentic leadership. Mean score range was 2-5. Using mean statistical analysis, a mean score above three entails that respondents were in support of the variable otherwise a mean score below three is vice-versa. Findings showed that respondents to a greater extent agreed that actions is a reflection of core-values ($M = 4.46$), and that they are known for high values (4.46). As summarized above it was also noted that morals guides leaders (4.39). To a larger extent respondents supported the argument that says “learn from what happened to you” ($M = 4.35$). Additionally, to a greater extent respondents agreed to the following: They can list their greatest weaknesses ($M = 4.32$), they accept the feelings about themselves ($M = 4.29$), they can list their greatest strengths ($M = 4.27$), they let others know who they are ($M = 4.20$), they carefully listen to the ideas of others before making decisions ($M = 4.13$), they do not allow group pressure to them ($M = 4.08$), other people know where they stand on controversial issues ($M = 3.99$), they listen closely to the ideas of those who disagree with them ($M = 3.97$), they rarely present a “false” front to others. ($M = 3.96$), they openly share my feelings with others ($M = 3.94$), they do not emphasize their opinions at the expense of others ($M = 3.84$), they admit their mistakes to others ($M = 3.68$), they seek feedback as a way of understanding who they really are as human beings ($M = 3.65$), they seek others' opinions before making up their own minds ($M = 3.58$).

On the other end however, respondents they do not always act on the feedback with a mean score of (M = 2.90).

4.7 Business Agility

A Likert scale of 1-5 was used to select the appropriate responses from the choices; 5- Strongly Agree, 4-Agree, 3-Neutral, 2 Disagree, 1- Strongly Disagree. From the results an average score was calculated; **1- 3 – Small Extent, 3 – 3.5 - Average, 3.5 – 5 – Large Extent**

Table 6: Business Agility: Item Statistics

Item Statistics			
	Mean	SD	N
I prioritizes customer satisfaction through rapid and continuous improvements that add value to the business	4.52	.536	217
Change in the way we operate are always welcome	4.14	.772	217
Organization business system is flexible to accommodate changes	4.05	.651	217
Employees are resilient to changes and adjust according to changes in the market	4.00	.577	217
I always make quick decisions and attention	4.32	.599	217
I make frequent checks to provide the best service	4.33	.535	217
I quickly adjust my leadership style to the demands of any given situation	4.14	.747	217
I am sensitive and adapt to market trends to match the business environment	4.20	.640	217

Results above are a summary of varying responses of respondents with regards to Business agility. Mean score range was 4 - 5. Using mean statistical analysis, a mean score above three entails that respondents were in support of the variable otherwise a mean score below three is vice-versa. Results above showed that respondents were to a larger extent in support of business agility. Respondents to a larger extent prioritizes customer satisfaction through rapid and continuous improvements that add value to the business (M = 4.52). Findings also showed that respondents make frequent checks to provide the best service (M = 4.33), respondents make quick decision and attention (4.32), respondents are sensitive and adapt to market trends to match the business environment (M = 4.20). It was also agreed that changes in the industry in which they operate is always welcome (M = 4.14). From the results, respondents agreed that they quickly adjust their leadership styles to the demands of any given situation (M = 4.14). It was also noted that organization business system is flexible to accommodate changes (M =

4.05).Lastly respondents admitted that employees are resilient to changes and adjust according to changes in the market (M = 4.00).

4.8 Entrepreneurial Success

A Likert scale of 1-5 was used to select the appropriate responses from the choices; 5- Strongly Agree, 4-Agree, 3-Neutral, 2 Disagree, 1- Strongly Disagree. From the results an average score was calculated; **1- 3 – Small Extent, 3 – 3.5 - Average, 3.5 – 5 – Large Extent**

Table 7:Entreprenuerial Success: Item Statistics

Item Statistics			
	Mean	SD	N
My organization has realized improvement in Sales revenue	4.42	.589	217
There has been continuous improvement in financial growth	4.29	.655	217
My organization has been exceeding financial targets set on a monthly basis	3.51	.933	217
Business goals set out are being achieved	3.88	.775	217
My organization has never failed in business opportunities	3.65	.916	217
My organization has achieved high clientele base than competitors	3.88	.543	217
Repeat purchases are being experienced	3.91	.685	217
Staff turnover is stable	4.11	.598	217
Have competent and skilled staff	4.22	.550	217
I am satisfied with my business operations	4.10	.581	217
My organization is receiving public recognition	3.99	.577	217

Results above are a summary of varying responses of respondents with regards to Business agility. Mean score range was 3 - 5. Results showed that respondents to a greater extent agreed that their organization has realized improvement in sales revenue (M = 4.42) and that there has been continuous improvement in financial growth (M = 4.29). Findings confirmed to a greater extent that staff turnover is stable (M = 4.11), they are satisfied with their business operations (M = 4.10),their organizations are receiving public recognition (M = 3.99),repeat purchases are being experienced (M = 3.91),business goals set out are being achieved (M = 3.88),their organization has achieved high clientele base than competitors (M =3.88),their organizations have never failed in business opportunities (M = 3.65) and that their organizations has been doing well on financial performance (M = 3.51).

4.9 Correlation analysis

The researcher tested for associativity of variables using Correlation of items. According to Senthilnathan (2019) correlation measures the degree of relationships between two variables and a measure to such relationship is a correlation coefficient(r) which provides information on the extent of the closeness of the variables. Spearman rho correlation test was used since it is used for abnormal data together with other non-parametric tests as alluded to earlier. Inter-correlation of items shows a relationship of each independent variable against the dependent variable.

Correlation test for Direction, Significance, magnitude of relationship and multi-collinearity.

Table 8: Correlation

Correlations					
			AUTHENTIC LEADERSHIP	BUSINESS AGILITY	ENTREPRENURIAL SUCCESS
Spearman's rho	AUTHENTIC LEADERSHIP	Correlation Coefficient	1.000		
		Sig. (2-tailed)	.		
		N	217		
	BUSINESS AGILITY	Correlation Coefficient	.450**	1.000	
		Sig. (2-tailed)	.000	.	
		N	217	217	
	ENTREPRENURIAL SUCCESS	Correlation Coefficient	.249**	.308**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	217	217	217
**. Correlation is significant at the 0.01 level (2-tailed).					

Direction

All the independent variables which are authentic leadership and business agility had a positive relationship with entrepreneurial success. The higher positive correlation exists between business agility and entrepreneurial success.

Statistical significance

Two stars (**) entails that the Correlation is significant at the 0.01 level (2-tailed) where as one star (*) means that the correlation is significant at the 0.05 level (2-tailed). When P value is >

0.05 it means that is statistically insignificant and the relationship is happening by chance or it is an actual relationship, however when p value is ≤ 0.05 it is statistically significant.

The table indicates that there is statistically significant correlation between all the independent variables as they relate to the dependent variable (entrepreneurial success).

Magnitude

Saunders *et al.* (2009) posits that, correlation coefficient between 0 - 2.99 is considered as weak, yet, 0.3 - 0.499 range is considered to be moderate and anything above 0.5 is considered to be strong. Following these ranges, the relationship between business agility and entrepreneurial success had a moderate positive relationship of .450**. Authentic leadership and entrepreneurial success had positive minimum and weak relationship of 0.249**.

Multicollinearity

Multicollinearity refers to a phenomenon in which two or more independent variables are highly correlated hence independent variable must have a negative relationship .(Schreiber-gregory, Jackson and National, 2017) states that the presence of multicollinearity can result in a negative impact on the analysis if the model and will result in limitations on the conclusions on the research study When independent variables are highly correlated it means that $[r \geq 0.9]$. In this regard the r values are less than 0.9 between the independent variables meaning there is no multicollinearity and the independent variables are not explain each other.

4.10 Regression Analysis

To test for a cause and effect relationship between business agility and authentic leadership against entrepreneurial success, the researcher used regression analysis. Below are the regression tables.

Table 9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.379 ^a	.144	.136	.35446
a. Predictors: (Constant), AUTHENTIC_LEADERSHIP, BUSINESS_AGILITY				

The findings in the table above of the model summary gives R Square value of .144 and Adjusted R Square is .166. The researcher used the Adjusted R. Square for it is regarded as more accurate by many scholars in sharing the predictive power on the dependent variable. As a percentage, 13.6 % of variance in entrepreneurial success is explained by: Authentic leadership and Business agility. This means that, the model comprising of these independent variables has got a 13.6 % predictive power to entrepreneurial success. Anova test below shows the validity of regression analysis as a tool to measure a cause and effect relationship of the chosen variables against entrepreneurial success. However, the remaining 86.4 % is explained by other variables which are outside the scope of this study.

Table 10: Anova Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.523	2	2.262	18.001	.000 ^b
	Residual	26.887	214	.126		
	Total	31.410	216			
a. Dependent Variable: ENTREPRENEURIAL_SUCCESS						
b. Predictors: (Constant), AUTHENTIC_LEADERSHIP, BUSINESS_AGILITY						

The F test summarized above is significant with a p value of 0.00 which is below 0.05 level of significance that alone is a sufficient measure which qualifies regression to explain a cause and effect relationship between the factors that affect entrepreneurial success. It can be concluded that the model comprising of business agility and authentic leadership is significant or fit in predicting entrepreneurial success with an F-value of 18.001 and p-value of 0.000. Below are the corresponding regression coefficients.

Table 11:Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.012	.396		5.077	.000
	BUSINESS AGILITY	.471	.089	.379	5.301	.000
	AUTHENTIC LEADERSHIP	.000	.097	.000	.004	.997
a. Dependent Variable: ENTREPRENEURIAL SUCCESS						

Looking at the standardized coefficients in the table, one from the total of the three independent (constant) variables is significant because of its positive beta (β) and p-value. Business agility according to regression analysis in this study is the only variable which affect entrepreneurial success. Beta (β) coefficient for the variable is 0.379 and its p- value is 0. 000. This entails that an improvement on business agility by 1 unit to the positive direction will result to an improvement by .379 on entrepreneurial success. Authentic leadership do not significantly affect entrepreneurial success.

Testing hypothesis and decision making.

Hypothesis	Decision Making
H1: Authentic leadership has positive influence on entrepreneurial venture success	Rejected
H2: Business agility leads to entrepreneur venture success	Accepted

4.11 Discussion of findings

The aim of the study was to investigate the extent of authentic leadership and business agility in influencing entrepreneurial success.

H1: Authentic leadership has positive influence on entrepreneurial venture success.

The H1 hypothesis predicted a positive relationship between authentic leadership and entrepreneurial success ($r = 0.249^{**}$, $p=0.003$), however when the influence of authentic leadership was tested against entrepreneurial success the findings showed a significant negative influence of the extent of authentic leadership in influencing entrepreneurial success as depicted by Beta (β)=0.00, $p=0.997$). It follows that authentic leadership has little significance in influencing entrepreneurial success though authentic leaders extent are the catalyst to entrepreneurial success, their presence do not exactly depicts that an organization with authentic leaders will be a successful venture.

H2: Business agility leads to entrepreneur venture success

H2 hypothesis forecasted business agility to be positively associated to entrepreneurial success. The finding showed a positive significant influence of business agility on entrepreneurial success as shown by the Beta (β) 0.379 and its p- value is 0.000). the findings have been supported by positive correlation between business agility and entrepreneurial success. The findings indicates that business agility has an influence in bringing out entrepreneurial success and positive extent of business agility within an organization will result in a positive yield in entrepreneurial success.

4.11 Chapter summary

This chapter highlighted presented and analyzed the findings of the research. Demographics Reliability test and regression analysis were outlined in this chapter. The Findings were that authentic leadership does not necessarily bring out entrepreneurial success, Business agility has proven that it impacts positively entrepreneurial success. The next chapter will look at the summary of findings to draw conclusions and make recommendation for the study and to further elaborate on future researches related to this study.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Research data was analyzed and presented in the previous chapter. This chapter concludes the research study by bringing forth the conclusions per objective. Furthermore recommendations, contribution as well as area of further study will be laid out.

5.2 Recap of Research Objectives

The intention of the research was to fulfill the research objectives.

Main objective was: to investigate the extent of authentic leadership and business agility in influencing entrepreneurial venture success.

The sub objectives are as follows

- To establish if authentic leadership leads to entrepreneurial venture success
- To ascertain whether business agility has an impact on sustainable entrepreneurial success
- To recommend possible strategies of enhancing authentic leadership and business agility in the transport sector of Zimbabwe.

5.3 Achievement of Research Aim and Objectives

The main aim of the research was to establish the impact of authentic leadership and Business agility in influencing Entrepreneurial success: a case of indigenous public transport for the purpose of this study, four objectives were identified.

Objective one: To establish if authentic leadership leads to entrepreneurial venture success

Authentic leadership has positive influence on entrepreneurial venture success. Based on the correlation result, it has been shown that there was a significant weak positive relationship between Authentic leadership and entrepreneurial venture success ($r = 0.249^{**}$, $p=0.003$). Following the regression tests it proved a negative influence of authentic leadership in entrepreneurial success Thus supervisors, managers and leaders in the organization should continue to practice authenticity but however should at a lesser extent channel resources to improve authenticity as ultimately the outcome will not result in entrepreneurial success.

Objective 2: To ascertain whether business agility has an impact on sustainable entrepreneurial success.

The hypothesis states that Business agility has a positive influence on entrepreneur venture success. Based on the correlation result, there was a significant moderate positive relationship between Business agility and entrepreneur venture success. Regression results prove a positive significant result between authentic leadership and business agility ($\beta = 0.379$, $P = 0.000$). Hence it is evident that leaders and managers in organizations should make sure they are alert to business environment as it has an impact on entrepreneurial success. This Study is also similar to the study carried by Bottani (2009); Tseng and Lin (2011); Harraf *et al.* (2015) who came out with the same conclusion.

Objective 3: To recommend possible strategies of enhancing authentic leadership and business agility in the transport sector of Zimbabwe.

To be authentic requires one to be aligned to both character and values in order to lead effectively

Authentic leadership strategies

1) To take Leadership as a Conversation

The concept of authentic leadership requires leader-follower relationship and as such it is of importance to take leadership as a conversation, conversation brings out excellent ideas and helps in having permanent feedbacks and directs the organisation to excellent leader-follower relationship which break up silos and cause for team building that will aid in the operation of the transport system in Zimbabwe.

2) To take leadership as a collaborative tool

Authentic leadership incorporates leaders who engages the followers through balanced processing and sharing of ideas and information to engage employees influences the potential for creating innovative ideas and decisions through employee involvement and hence if leadership is taken as a collaborative tool for improvements in the organisation there is an influence for organisational growth.

Business agility strategies

1) Customer –focused

Focusing on the customer needs and expectations, changing trends and preferences is of importance and this can be achieved through having systems and trained staff to be responsive to customer needs in time.

2) Talent Management

Business agility requires skilled staff who are quick to adapt to changes, make quick decision and action in real time accordingly and thus it is important to have talent management all the time of the employees that they may be well versed in their areas of speciality, such as high skilled drivers, up to date mechanics engineers, navigation and tracking technology in the transport sector.

5.4 CONCLUSION

The study identified that 13.6% of entrepreneurial venture success is influenced by authentic leadership and business agility.

5.4.1 Authentic leadership

Findings showed that respondents to a greater extent agreed that actions are a reflection of core-values ($M = 4.46$), and that they are known for high values (4.46). As summarized above it was also noted that morals guides leaders (4.39). To a larger extent respondents supported the argument that says “learn from what happened to you” ($M = 4.35$). Additionally, to a greater extent respondents agreed to the following: They can list their greatest weaknesses ($M = 4.32$), they accept the feelings about themselves ($M = 4.29$), they can list their greatest strengths ($M = 4.27$), they let others know who they are ($M = 4.20$), they carefully listen to the ideas of others before making decisions ($M = 4.13$), they do not allow group pressure to them ($M = 4.08$), other people know where they stand on controversial issues ($M = 3.99$), they listen closely to the ideas of those who disagree with them ($M = 3.97$), they rarely present a “false” front to others. ($M = 3.96$), they openly share my feelings with others ($M = 3.94$), they do not emphasize their opinions at the expense of others ($M = 3.84$), they admit their mistakes to others ($M = 3.68$), they

seek feedback as a way of understanding who they really are as human beings ($M = 3.65$), they seek others' opinions before making up their own minds ($M = 3.58$).

Contrary, respondents they do not always act on the feedback with a mean score of ($M = 2.90$).

5.4.2. Business agility

Results showed that respondents were to a larger extent in support of business agility variables. Respondents to a larger extent prioritizes customer satisfaction through rapid and continuous improvements that add value to the business ($M = 4.52$). Findings also showed that respondents make frequent checks to provide the best service ($M = 4.33$), respondents make quick decision and attention (4.32), respondents are sensitive and adapt to market trends to match the business environment ($M = 4.20$). It was also agreed that changes in the industry in which they operate is always welcome ($M = 4.14$). From the results, respondents agreed that they quickly adjust their leadership styles to the demands of any given situation ($M = 4.14$). It was also noted that organization business system is flexible to accommodate changes ($M = 4.05$). Lastly respondents admitted that employees are resilient to changes and adjust according to changes in the market ($M = 4.00$).

5.4.3. Entrepreneurial Success

Results showed that respondents to a greater extent agreed that their organization has realized improvement in sales revenue ($M = 4.42$) and that there has been continuous improvement in financial growth ($M = 4.29$). Findings confirmed to a greater extent that staff turnover is stable ($M = 4.11$), they are satisfied with their business operations ($M = 4.10$), their organizations are receiving public recognition ($M = 3.99$), repeat purchases are being experienced ($M = 3.91$), business goals set out are being achieved ($M = 3.88$), their organization has achieved high clientele base than competitors ($M = 3.88$), their organizations have never failed in business opportunities ($M = 3.65$) and that their organizations has been doing well on financial performance ($M = 3.51$).

5.5 Answer to Research Questions

- a) What is the impact of business agility on entrepreneurial venture success?

Findings according to correlation table showed that business agility has a significant positive relationship as it relates to entrepreneurial venture success. According to regression analysis the relationship was statistically proven with a t-value of 0.379. This entails that an improvement to the positive direction on business agility by 1 unit will proportionately lead to an improvement on venture success by 0.379

- b) Does authentic leadership lead to entrepreneurial venture success?

From the correlation results there was a weak positive significant relationship between authentic leadership and entrepreneurial venture success. This entails that authentic leadership can influence entrepreneurial venture success. However according to regression analysis the relationship does not statistically hold. Which entails that changes in authentic leadership insignificantly influence entrepreneurial venture success.

- c) What are the possible strategies to enhance authentic leadership and business agility in the transport sector of Zimbabwe?

From the findings of the study the researcher felt it is important to employ leadership as a collaboration tool and as a conversation on authentic leadership as the existence of authentic leadership within an organisation has a positive correlation with entrepreneurial success and in addition to business agility it is important that enterprises embrace and focus on customers and invest in talent management as the customer are the ones who are well versed with changes in the business cycles and engaging and know their need and expectations is very important and in order to deliver such services, an organisation has to have knowledgeable workforce that always equips its skills.

5.6 Contributions

This section focuses on the contributions of this dissertation. The section is divided into three subsections addressing contribution to theory, methodology and empirical.

The study contributes to outsourcing literature in the Zimbabwean context and management in several ways. This is an important study regarding entrepreneurial venture success and having authentic leadership and business agility as independent variables a study conducted in the transport sector .The findings from this study expand the theoretical knowledge on the extent of authentic leadership and business agility on entrepreneurial venture success.

5.6.2 Methodological contribution

The successful use of these theories in this study contributes towards providing examples of the interpretation of case studies from developing countries like Zimbabwe.

5.6.3 Empirical contribution

This is the first empirical study to establish the impact of authentic leadership and Business agility in influencing Entrepreneurial success in Zimbabwe: a case of indigenous public transport

5.7 Recommendations

After an investigative approach into the research problem and having the findings, the researcher made the following recommendations through policy recommendations and managerial recommendations.

5.7.1 Policy recommendations.

Policy makers should consider business agility as key to entrepreneurial venture success when formulating policies in relation to entrepreneurship in the transport sector thus should make strategic decisions that are centered on transforming enterprises into an agile organization by setting aside and committing enough resources channelled for the transformation of the organisation through business agility.

- 1) A new mind set on organisational structure

For an organisation to embrace business agility, too many hierarchical structures should be shelved off, agile culture demands an environment of sharing information and taking

ownership and responsibility in less reporting structure and in order to achieve the policy makers have to create a mind-set to remove silos and up the ladder reporting structures in order to easily create innovative minds.

2) Continuous improvement through organisational learning.

The researcher further recommends business agility need a learning organisation that strives to acquire and create knowledge to have insights for the unknowns thus employees will actively sense changes taking place, leaders are in dire to make improvements to the quality of service being delivered.

5.7.2 Managerial recommendations

Managers should be aware of the fact that a holistic approach to authentic leadership and Business agility factors has a more consolidated effect on Venture entrepreneurial success. Cultivating a strong business agility helps to turn around the fortunes of various organizations.

It is also important that managers to implement business agility dimensions by establishing an organizational framework that is centered on strategy, skilled and knowledgeable workforce, leadership and processes.

1) Embrace digital technologies.

Technologies are changing the way of business operations and it is important that enterprises adopt digital technologies it is important that the sector also have facilities such as online booking, reservations, ticket cancelations and those who would have made bookings are reminded of their departure time through different communication technologies

2) Focused based planning

The researcher recommends for focused based planning to embrace focused based planning for effective growth through situational analysis and competitive analysis. It is also important that for dynamic allocation of resources in order to be flexible in giving room for innovations and outcompete competitors

5.8 Generalisation of Findings

There is need to improve or to cultivate business agility as it was noted in the study that business agility statistically contributes to venture entrepreneurial success in a case of indigenous public transport. Authentic leadership does not statistically significantly contribute entrepreneurial venture success in the case of indigenous public transport.

5.9 Research Limitations

The study was done in Harare, Zimbabwe focusing on entrepreneurs in the transport sector and whose routes are for long distance journeys from the Central Business to different parts within Zimbabwe. The study because of time focused on one sector and the results may have been different if data was to be collected from different entrepreneurs in different sectors.

The research was a quantitative study in which a structured questionnaire formatted in likert scale was used and there was no room for respondents to add comments or explanations to their responses and hence the researcher had to assume that the responses were answered truthfully, if the study had been qualitative in nature more probing to questions would have been used to get an understanding through having interviews or focus groups.

5.10 Area of Further Study

The study because of time focused on one sector that is indigenous public transport. There is need to carry out a similar research in other sectors. This research is based on an assessment of business agility and authentic leadership on a micro – level. The researcher recommends further studies to focus on a macro- level so that people gain a clear understanding of business agility and its contribution to the public. The business environment is volatile and it is essential to frequently carry out similar research to monitor these changes.

Area of further study is also recommended on the extent of each dimension of the authentic leadership on entrepreneurial as shown by the new proposed conceptual framework to find out how each element contributes to the success of the entrepreneur venture.

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Appendices

Appendix 1: Questionnaire

Title: The impact of authentic leadership and business agility in influencing entrepreneurial success.

	SECTION A :BIOGRAPHIC DATA:PUT AN X IN A BOX ADJACENT TO YOUR ANSWER			
1	Gender :Male ☐ Female ☐			
2	Age :less than 25 years ☐	25-32 yrs ☐	33-39 yrs ☐	above 40yrs ☐
3	Years within the organisation: Below 2 years ☐ 3-5 years ☐ 6-10years ☐ above 10years ☐			
4	Position :Management ☐ non –management ☐ owner ☐			

SECTION B

Instructions: This questionnaire contains items about different dimensions of authentic leadership, business Agility and entrepreneurial success. There is no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by ticking (✓) the number from the scale below that you feel most accurately characterizes your responses to the statement.

Key:	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly agree
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Section B: AUTHENTIC LEADERSHIP

I as a leader

1.	My actions reflect my core values.	1	2	3	4	5
2.	I seek feedback as way of understanding who I really am as a person	1	2	3	4	5
3.	I use what happens to me as an opportunity to learn more about myself	1	2	3	4	5
4.	I openly share my feelings with others.	1	2	3	4	5
	I accept the feelings I have about myself.	1	2	3	4	5
6	I can list my three greatest strengths.	1	2	3	4	5
7.	I can list my three greatest weaknesses.	1	2	3	4	5

8.	I let others know who I truly am as a person.	1	2	3	4	5
9.	Other people know where I stand on controversial issues	1	2	3	4	5
10.	I am known for high moral and ethical principles.	1	2	3	4	5
11.	My morals guide what I do as a leader.	1	2	3	4	5
12.	I seek others' opinions before making up my own mind.	1	2	3	4	5
13.	I do not emphasize my own point of view at the expense of others.	1	2	3	4	5
14.	I rarely present a "false" front to others.	1	2	3	4	5
15.	I always act on feedback that I receive.	1	2	3	4	5
16.	I listen closely to the ideas of those who disagree with me.	1	2	3	4	5
17.	I do not allow group pressure to control me.	1	2	3	4	5
18	I listen very carefully to the ideas of others before making decisions.	1	2	3	4	5
19.	I always uphold my organization values	1	2	3	4	5
20.	I admit my mistakes to others.	1	2	3	4	5
	SECTION C:BUSINESS AGILITY					
1	I prioritizes customer satisfaction through rapid and continuous improvements that add value to the business	1	2	3	4	5
2.	Change in the way we operate are always welcome	1	2	3	4	5
3.	Organization business system is flexible to accommodate changes	1	2	3	4	5
4.	Employees are resilient to changes and adjust according to changes in the market	1	2	3	4	5
5	I always make quick decisions and attention	1	2	3	4	5
6	I make frequent checks to provide the best service	1	2	3	4	5
7.	I quickly adjust my leadership style to the demands of any given situation	1	2	3	4	5
8	I am sensitive and adapt to market trends to match the business environment	1	2	3	4	5
	SECTION D:ENTREPRENURIAL SUCCESS					
1	My organization has realized improvement in Sales revenue	1	2	3	3	5

2	There has been continuous improvement in financial growth	1	2	3	4	5
3	My organization has been exceeding financial targets set on a monthly basis	1	2	3	4	5
4	Business goals set out are being achieved	1	2	3	4	5
5	My organization has never failed in business opportunities	1	2	3	4	5
6	My organization has achieved high clientele base than competitors	1	2	3	4	5
7	Repeat purchases are being experienced	1	2	3	4	5
8	Staff turnover is stable	1	2	3	4	5
9	Have competent and skilled staff	1	2	3	4	5
10	I am satisfied with my business operations	1	2	3	4	5
11	My organization is receiving public recognition	1	2	3	4	5

Appendix 2: GSM Introduction letter.



University of Zimbabwe

Graduate School of Management (GSM)

Letter of Introduction and Informed Consent

Title of the study:

To investigate the impact of Authentic Leadership and Business Agility in influencing entrepreneurial success :A case of indigenous transport operators

Research conducted by:

Mubaiwa Sinthia

Student number R1712224

Dear Participant

You are invited to participate in an academic research study conducted by Mubaiwa Sinthia an MBA student from the **Graduate School of Management at the University of Zimbabwe**.

Please note the following:

- This is an anonymous study as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- We will request of you to answer questions in a questionnaire, to be delivered at a later date, as completely and honestly as possible.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please contact my study leader, **DR .C .Gumbo cell: 0785143792 email address cgumbo2015@gmail.com** if you have any questions or comments regarding the study.

Thank you for sparing your time
Sinthia Mubaiwa

