

# Reviewing idealised consideration and its relevance to the performance of middle-level healthcare workers in Lira District, Uganda

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**Abstract:** The purpose of this study was to investigate the link between idealised consideration and the performance of healthcare workers in mid-north Uganda. Cross sectional design was adopted targeting 220 middle-level healthcare workers and 30 health facility in-charge. The genuine sample size involved 136 middle-level healthcare workers and 28 health facility in-charges. Data were gathered by means of a self-administered questionnaire using quantitative methods to assess the link between idealised consideration and the performance of healthcare workers in Lira district. Data were analysed by means of both descriptive statistics and inferential statistics. The results reveal that idealised consideration employed by health facility in-charges in health centres is very relevant to the performance of healthcare workers leading to enhanced efficiency and effectiveness as well as timeliness. Nonetheless, the slow fusion of idealised consideration within the general organisational structure ruined reasonable effectiveness and timeliness for health service delivery. The outcomes of this study can be act as beneficial contribution for the Ugandan healthcare policymakers and practitioners in evolving a parameter on incorporation of attributes of idealised consideration in the performance of employee standards for better efficiency and effectiveness, timeliness and productivity. This study makes an input to the budding body of knowledge by underlining prospects for idealised consideration which can generate proactive management towards the performance of employees in Uganda.

**Keywords:** idealised consideration, the performance of employees, efficiency, effectiveness, timeliness.

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## 1. INTRODUCTION

This study aimed to examine the relevance of idealised consideration to the performance of mid-level Healthcare Workers (HWs) in Lira District Local Government. Universally, there is a the performance of employee quandary in the public sector as there is need to produce more at a reduced cost. This condition, which touches both poor nations and rich nations correspondingly, upsurges the plea for talent and value (Barasa, 2015). As a distress, there is need for assessment tools that can support in appraising the performance of a number of public service agendas that have proved deficient over a lengthy period. In the present-day, a style of leadership has been observed by social scientists (such as Khuwaja, 2020) and it has given the impression as a novel tactic for handling workforces and the humanity as a whole. The growth of styles of leadership and how each impacts the performance of HWs dates as early as the 17<sup>th</sup> era (Islam & Rahman, 2020). From the end of 17<sup>th</sup> century, workers started fronting varied conducts; that is, from treating them as equipment to treating them as human assets for the firmness of achieving diverse management goals and or targets (Islam & Rahman, 2020). In Africa, the vivacious business atmosphere of modern-day establishments has devoted a superior contest in levelling less-performing HWs to rise their the performance in a more and more spontaneous domain as well as supporting every worker to

grow into more effective at the place of work. It is clear that countless organizations are on the vantage point for new approaches and methods of development, predominantly in the administrative facets, which can support them in realising effectiveness and efficiency (Wammy, 2014; Khuwaja, 2020). It is noted that if business efficiency and economic development are to be attained, organizations should embrace several styles of leadership such as laissez faire, transformational, transactional and autocratic (Wammy, 2014). This is so since every style of leadership plays a role of stimulating HWs, monitoring, handling, resolving conflicts and persuading them. This suggests that proper espousal of a specific style of leadership is inclined to the ethos and perception, which oscillate from one setting to another.

Leadership, in the health sector, has been labelled as marshalling, encouraging as well as collaborating the organizational vision with a view of inspiring, appealing and permitting HWs to work towards accomplishing a shared vision (Aquino, 2015). As a result, effective leadership necessitates some decision-making skills since absence of which can cripple that organisation in a number of ways. In this study, one construct of transformational style of leadership (idealised consideration) is treated as the independent variable and the performance of HWs as the dependent variable. Transformational leadership is a style of leadership used across the spectrum of politics, health, education, entertainment, finance, technology, and the industry. The practices of transformational style of leadership, namely compassion, importance of joint identity, risk taking, sympathy, relationship building, and goal articulation have proved to be very indispensable in a number of organisations (Chandrasekara, 2019). This style of leadership is reliant on encouraging and motivating groups to take part in shaping a successful future for an organization (Islam, Rahman, & Siddiqui, 2019). Also, this style of leadership embraces the establishment of a common purpose for the group; a concept entrenched in the official “vision” and “mission of an organization. In fact, the two characteristics have become significant in helping leaders to define and outline the goals and objectives of organisations. For instance, through transformational leadership, an organization is talented in controlling juniors to feel motivated as they perceive their performance in terms of interest to the general good; so HWs can strive to encourage organisational goals (Faiza, Longbao, Mohammad, & Qazi, 2019). The components of transformational leadership include idealised consideration which encourages worker creativity and innovation, encouragement and support through mentorship; idealised consideration, which presents a clear vision, meaning of task, empowering and giving subordinates thought-provoking tasks. As such, in transformational leadership, leaders appeal and serve as role models who can take ingenuities. A study by Zohra, Mukaram and Syed (2018) reveals that transformational leadership has been presented to be suitable for transforming individuals and the entire organization in the face of self-motivated circumstances consequently calling for learning so as to facilitate adoption, transformation of organizational culture as well as progress.

In Uganda, Public health facilities are led by a team of hospital managers; the head of the team is the Medical Superintendent. In their study, Mukundane, Nannungi and Bataringaya (2016) note that the Medical Superintendent is a medical doctor and works closely with the core hospital management team. In addition, the central Hospital management team consists of four to five multi-disciplinary senior specialists, viz.: Medical Superintendent, Health Services Administrator, Accountant, Pharmacist and the Deputy Director of Nursing Services. They further reveal that beyond this core team, the heads of every functional department of the hospital, i.e. the laboratory, pharmacy, outpatients, general ward, paediatrics and maternity, are considered to be members of a wider management team. The Ward managers, also known as in-charges, are senior nurses, directly responsible for supervising nurses and supporting frontline health workers in the Wards (Mundane, Nannungi, & Bataringaya, 2016). Indeed, health service delivery in Uganda has been pigeon-holed by feeble public health systems notwithstanding the abundant health sector reforms and policies aimed to advance the running and the performance of the sector as well as the health status of the population.

A study by Ogola and Linge (2019) studied the impact of idealised consideration behavior on the performance of HWs. A correlational research design was employed to examine the relationship between the independent variable and the dependent variable. A stratified proportionate random sampling technique was used to attain a sample of 226 out of a target population of 553 Managers. Data was collected using MLQ structured questionnaire. Pearson’s correlation, multiple regression and chi-square techniques were used to analyze the data. The results showed that intellectual stimulation leadership behavior and the performance of HWs in SMEs in Kenya had a strong positive and significant correlation  $r(194) = .722, p < .000$  and a positive and significant relationship ( $\beta = .722, t(194) = 14.444, p < .000$ ). Indeed, better the performance of HWs is achieved when a leader encourages HWs to think critically in dealing with problems that they encounter in the course of their work, use their own initiative, and seek innovative methods to approach their work and assignments.

Doris, (2019), determined the moderating influence of employee motivation on the relationship between intellectual stimulation and employee engagement. The study adopted a positivist research philosophy to examine the influence on intellectual stimulation on employee engagement and data was collected using structured questionnaires. A correlational research design was conducted with the purpose of determining the strength of the relationship between parameters of intellectual stimulation and employee engagement. The findings showed that employee engagement has a statistical significant relationship with creativity and innovation and employee involvement. Multiple linear regression analysis revealed that employee motivation positively and significantly moderates the relationship between intellectual stimulation and employee engagement. The study concluded that creativity and innovation, job design, employee involvement, and employee motivation positively enhance employee engagement.

In their study, Yasin, Samina, and Khalid (2014) examined the relationship of individual construct of leadership style is idealised consideration to the novelties and SMEs the performance. This study investigates this relationship in the SMEs and for this purpose data were collected from the 50 SMEs in Pakistan. Using Pearson correlation and regression analysis, the study found that idealised consideration may be used as an instrument for the development of innovations and higher SMEs the performance and this study also established a strong positive relationship of innovations to the SMEs the performance. Moreover, Peng and Er Lin (2015) studied the influence of CEOs' idealised consideration deeds, namely, encouraging followers to bring up new perspectives and innovative approaches at work, on HWs' perceptions of the meaningfulness of their work. Drawing from a collective sense making lens, we predicted that such CEO behavior would have a greater impact on experienced meaningfulness of work in contexts in which inputs to attributing meaning are less certain and clear-cut; the findings reveal that lower firm the performance or fast and volatile changes in the industry are connected with a resilient positive relationship between CEO idealised consideration and employee work meaningfulness.

A separate study by Ndwiiga and Ngaithe (2016), investigated the role of leadership on organizational the performance in the perspective of customer service sector in Kenya. The outcomes demonstrate that Intellectual stimulation did not have any significant link on organization the performance. The paper endorses that organizations aiming to improve organization the performance ought to work on employee- responsive company philosophy, degree of employee's proclivity to be more productive than non-motivated HWs, power of company financial inducements and team work. In addition, they must work towards discouraging handing over of tasks, career mentoring and coaching, and conception of new learning opportunities in conjunction with a supportive climate.

### **The performance of HWs**

The term the performance is elaborated as the ultimate ability of an individual (employee) to use its knowledge and skills efficiently and effectively. So far, according to the research, the performance of HWs is strictly related with his/her physical and academic profile (Iqbal , Anwar and Haider, 2019). In this regard, the performance of HWs is most significant to bring about the results according to the international standards. The performance of the individuals solely depends upon the policies of the concerned institution about their pay package, rewards, bonuses, yearly increments and other perks and privileges. Still, the academic profile of the HWs has the highest standing among all other factors. On the whole, the productivity/output can be enhanced and sustained by the effectiveness of the leadership and an agile response of the HWs (Zohra, Mukaram & Syed, 2018). On one hand, the leadership style induces emotional strength, motivation, commitment and the working relationship while on the other side; the HWs perform with their utmost ability and diligence. The main attributes extracted from the relevant literature are the efficiency, effectiveness, productivity, and timeliness. On the other hand, there are some other attributes related with the performance of HWs like the work ethics, communication, creativity, development, professionalism and the commitment. All of them contribute to the effective the performance on the part of HWs.

Measuring performance covers the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period. Accordingly, measuring also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results. Consequently, measuring the performance of HWs is the basis of the performance appraisal policy and the performance management. Accurate and efficient the performance measurement not only forms the basis of an accurate the performance review but also gives way to judging and measuring employee potential. Accordingly, measuring the performance of the HWs based only on one or some factors can provide with inaccurate results and leave a bad impression on the HWs as well as the organization. For example, by measuring only the activities

in the performance of HWs, an organization might rate most of its HWs as exceptional, even when the organization as a whole might have failed to meet the goals and objectives (Akinbowale & Lourens, 2014).

## 2. LITERATURE REVIEW

The Fred Fiedler presents theory of Fiedler leadership contingency model theory in which he proposed that effective employee's the performance depended upon the proper match between a leaders' ability to lead and according to situation the leader react and rectify the issue (Naveed , Alamdar & Muhammad, 2014). This theory propounded that leaders should adopt that style which best suits the situation and immediately stimulate the performance of HWs. Leadership is increasingly understood to involve persuasion and explanation as well as ability to identify, affirm, and renew the values of the group the leader represents. The person who occupies a leadership position must transmit feelings and exhortations to followers by the process we can call communication (Naveed, Alamdar & Muhammad, 2014). An effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better the performance & make them expert for maintaining the quality. And to become head of all team members is such a great responsibility. The introduction of the clear standards of leadership promotes the core values and maturity on their role and responsibility.

### **Idealised Consideration**

Idealised consideration entails the development of followers through coaching, mentoring and teaching, are the central indicator of the factor. It is the first factor of transformational leadership style. The idealised consideration leader demonstrates high concern for their followers, treats them as individuals, and gets to know well about them and listens to both their concerns and ideas. This approach to leadership deals with fundamental transformational leadership behaviours of treating individuals as important contributors to the organization. Leaders who use idealised consideration give due consideration for their employee needs and coach them to bring sustainable development. In sum, a leader who gives personal attention to subordinates, reflects the behaviour of treating each employee as an individual and initiate an interest in the long-term development of each employee (Chebon & Aruasa, 2019). Sibson asserts that it is important for a manager or leader to have a relationship of familiarity with the employee, in order to give feedback, which results from observing the employee perform (Chandra & Priyono, 2016).

### **Idealised consideration and the performance of HWs**

A study by Chebon and Aruasa (2019) determined the effect of transformational leadership on the performance of HWs drawing evidence from the Moi Teaching and Referral Hospital in Kenya. Stratified random sampling method was employed and simple random sampling used in each of the stratum to recruit respondents to participate in the study. On the effect of idealised consideration on the performance of HWs, the study found out that there is recognition of HWs to better productivity, teaching and coaching of staff. Furthermore, supervisors respect and celebrate individual contribution and provide opportunities for identification of needs and capabilities of others. Regarding the effect of idealised consideration on the performance of HWs, the study revealed that supervisors encourage high productivity through creativity and innovation and encourage staff to rethink ideas that had never been questioned. Furthermore, supervisors encourage new ways of how to do a job. In their study, Ogola and Sikalieh (2017) investigated the effect of idealised consideration leadership behaviour on the performance of HWs in Small and Medium Enterprises in Kenya. The results showed that Idealised Consideration leadership behaviour and the performance of HWs in SMEs in Kenya had a strong positive and significant correlation and a positive and significant relationship. Accordingly, the study concluded that high the performance is achieved when the leader recognizes HWs' efforts, creates confidence, encourage self-development practices, effective communication as well as mentoring and coaching.

A separate study conducted by Naeem and Khanzada (2018) considered the relationship between transformational leadership, HWs' job the performance, and the mediation of job satisfaction in the health sector of Pakistan. Accordingly, the findings of their study show that transformational leadership plays a significant role in job the performance. Qualities of transformational leadership motivate and affect HWs to perform at a higher level. Also, Chandrasekara (2019) explored the link of Style of leadership on HWs' job satisfaction and job the performance in ABC apparel manufacturing company in Sri Lanka. The findings exhibit that Transformational Leadership has a positive significant relationship with job satisfaction and job the performance. Impliedly, when the qualities of transformational leadership increased the job satisfaction and thereby job the performance of HWs increase.

A study conducted by Chebon, Aruasa and Chirchir (2019) determined the effect of transformational leadership on the performance of HWs drawing evidence from the Moi Teaching and Referral Hospital in Kenya. Based on the study, this paper presents and discusses the research findings on the effect of idealised consideration and intellectual stimulation on the performance of HWs. On the effect of idealised consideration on the performance of HWs, the study found out that there is recognition of HWs to better productivity, teaching and coaching of staff. Furthermore, supervisor's respects and celebrates individual contribution and provides opportunities for identification of needs and capabilities of others. Another study by Ndwiga and Ngaithe (2016) investigated the role of leadership on organizational the performance in the context of customer service sector in Kenya. The results show that idealised consideration had a significant and negative link on organization the performance implying that discouraging individual consideration in a commercially owned enterprise would improve organization the performance. However, intellectual stimulation did not have any significant relevance to the performance of an organisation. The paper recommends that organizations targeting to improve organization the performance must work on employee- friendly company culture, degree of employee's inclination to be more productive than non-motivated HWs, power of company financial incentives and team work. In addition, they must work towards discouraging delegation of tasks, career mentoring and couching, and creation of new learning opportunities alongside a supportive climate.

A study by Khalil (2016) noted that idealised consideration is an important factor affecting organizational HWs' job satisfaction. Many studies show that Idealised Consideration of leadership has positive and significant effect on job satisfaction. Based on a literature review and previous work, this study aims to investigate the effect of idealised consideration on organizational job satisfaction. The findings of this study provide evidence that idealised consideration have significant positive affect on job satisfaction. The study suggests that if organizations heads demonstrate idealised consideration, it will be proven, highly effective to achieve HWs' job satisfaction in their organizations.

#### **Research Issue**

Ndwiga and Ngaithe (2016) investigated the role of leadership on organizational the performance in the context of customer service sector in Kenya; Yasin, Samina, and Khalid (2014), investigated the relationship of individual construct of leadership style as idealised consideration to the innovations and SMEs the performance, and Ogola and Linge (2019), investigated the influence of idealised consideration leadership behavior on the performance of HWs in Small and Medium Enterprises in Kenya. However, the few studies conducted in health sector were not in Uganda. This calls for further research on the influence of leadership styles on the performance of HWs in health sector. From the methodological point of view, a majority of the studies reviewed, have either used correlation analysis in their analysis. This study used robust regression because a number of the assumptions regarding the OLS regression were violated.

### **3. METHODOLOGY**

This study adopted a cross-sectional research design using quantitative methods to assess the link between idealised consideration and the performance of HWs. Cross sectional design involves collecting data at a point in time. Cross-sectional research is a research approach in which the researcher investigates the state of affairs in a population at a certain point in time. Since this study aimed at studying the influence of idealised consideration at a snapshot, cross-sectional design appropriately fits in the time allowed to undertake the study that is academic in nature. This design was also chosen because it relatively quick and easy to conduct and allows data to be gathered just once and promptly to make inferences about the population. However, cross sectional design is susceptible to bias due to low response and misclassification due to recall bias.

#### **Area of Study**

This study was conducted in all the government health facilities in Lira District. Lira District is located in Lango sub-region in Northern Uganda. However, by the beginning of the FY 2020/2021 the municipality was elevated to a city status. Lira District has 31 health facilities with 1 regional referral hospital, 3 health centre IVs, 17 health centre IIIs and 10 health centre IIs distributed across the district. Out of 31 health facilities, 7 are private non for profit (PNFP) health facilities and 24 are Government health facilities. These health facilities provide free health care services to clients.



**Study Population**

The study population comprised the middle-level HWs within the various departments in health facilities of Lira District. They include supervisors/in charges and middle-level HWs. The middle-level HWs were chosen because they are thought to be knowledgeable in the different attributes of transformational leadership styles executed by their supervisors. A sample of 164 middle-level HWs out of the total population of 250 health workers was selected using Krejcie and Morgan (1970) formula.

$$s = X^2 NP(1 - P) / d^2(N - 1) + X^2 P(1 - P) \dots\dots\dots (1)$$

$X^2$  = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841);

N = the population size;

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size);

d = the degree of accuracy expressed as a proportion (.05).

**Table 1: Sample size determination**

Population Category	Population	Sample	Sampling Technique
Health facility In- Charges	30	28	Purposive sampling
Middle-level HWs	220	136	Simple Random Sampling
<b>Total</b>	<b>250</b>	<b>164</b>	

Source: (LDHIS2, 2019).

Table 1 shows that a total of 164 respondents were sampled from middle-level HWs and their supervisors.

**Sampling Techniques**

The study used both probability and non-probability sampling methods. First the entire population of middle-level HWs was divided into different subgroups (Health facility level) namely; Health center IV, III and II. Stratified sampling (Taherdoost, 2018) is done to enable the researcher obtain a sample population that best represents the population being studied; making sure that each subgroup is represented. The larger category were selected proportionally from the different strata using simple random sampling without replacement at health facility level using the lottery method. In simple random sampling, every individual is chosen randomly and entirely by chance, such that each individual has the same probability of selection. The supervisors were then purposefully selected as key informants by virtue of their managerial position.

**Research Instruments**

Two instruments were used, namely; self-administered questionnaire (SAQ) and interview guide. Data was collected using a pretested, structured questionnaire which was prepared in English. Questionnaire is most commonly used quantitative inquiry where numerical items are collected with the view of describing human behaviour (Ponto, 2015). In this study, quantitative approach was chosen to collect data from women regarding the study objectives. The questionnaire had closed-ended questions and divided into three sections A, B and C. Section A constituted the background information, section B covered the three constructs of idealised consideration and section C covered the performance of HWs. The questionnaire was administered to the middle-level HWs. An Interview is a technique which involves “conducting rigorous individual inquiry with modest number of interviewees to explore their perspectives on a phenomenon. Because it’s expensive time intensive nature, and therefore are relatively impractical for large samples (Ponto, 2015). The interview guide comprising of five open-ended questions was designed to address detailed information from the key informants/in charges. The interview guide enabled the interviewer to probe and explore more detailed information to support the quantitative information. The key informants interviewed were selected health in-charge supervisors who knew their HWs well. However during the time of carrying out the interview, the researcher faced some challenges of meeting the respondents as agreed as most of them were engaged and could be met as scheduled. This forced the researcher to keep rescheduling the appointment.

**Data Quality Control**

Two dimensions of data quality control, of reliability and validity, were used to determine the degree to which the research instrument yield consistent data repeatedly and the result of data analysis actually explains the phenomenon. Reliability refers to the extent to which a measurable quantity will yield consistent results (Wijesiri, Paranagama & Sirirwardhana, 2019). To ensure reliability of quantitative data, the Cronbach’s Alpha (the coefficient of Reliability) was used. According to Wijesiri, Paranagama, & Sirirwardhana (2019), Cronbach’s alpha is the traditional criterion for internal consistency. This instrument provides an estimate of the reliability based on the inter-correlations of the observed indicators variable as indicated in the formula.

$$\alpha = \frac{k}{1-k} \left( 1 - \frac{\sum_{i=1}^k \sigma_{Y_i}^2}{\sigma_X^2} \right) \dots\dots\dots (2)$$

$\sigma_X^2$  = the variance of the observed total test scores,  $\sigma_{Y_i}^2$  = the variance of component *i* for the current sample of persons. According to Ponto (2015), Cronbach alpha of 0.7 is accepted as reliable. The pretested data was subjected to correlation analysis. The overall Cronbach’s alpha reliability coefficient for the whole questionnaire was 0.861. The value of Cronbach alpha was accepted given that it was greater than 0.7. The Cronbach’s alpha reliability coefficient for the other constructs are shown in table 2.

**Table 2 Cronbach’s alpha reliability coefficients**

Variable(s)	Number of items	Alpha
Idealised consideration	5	0.883
Performance of HWs	15	0.822
<b>Overall</b>	<b>28</b>	<b>0.861</b>

The questionnaire was discussed with colleagues and the supervisors to assess its structure, contents, clarity, consistency and relevancy in relation to the research objectives (Roberta & Alison, 2016). The level of accuracy of the instruments was also determined by computation of content validity index (CVI), an indicator of level of accuracy of the instrument. The under judge coefficient of validity were applied for each item in the instrument (number of judges declared instrument valid) / (total number of judges). The CVI formula was applied; CVI = Number of items declared valid / total Number of items. The computation of CVI yielded values above 0.7.

**4. PRESENTATION OF RESULTS**

**Background characteristics of the Respondents**

This section outlines the descriptive statistics calculated as obtained by the variables included in the biographical questionnaire. The background variables that receive attention are sex, level of education, marital status and age. The information of the respondents is summarized in table 4.1. The total number of respondents were 113, out of which the Majority (54.0 %) were female and 46.0% were male. In connection to marital status, the majority (77%) were dominated by married respondents while the least (2.7%) were single. For education level, the majority (37.2%) of the respondents had diploma and the least (1.8%) had primary education. In regard to the education of the supervisor, the majority (45.1%) had bachelor and the least (6.2%) had certificate. Finally, the majority (40.5%) of the respondents were in the age group 31-40 years and the minority (4.5%) were in the age group of 51 and above years.

**Table 3: Summary statistics for idealised consideration**

Items	Mean	Std. Dev	cv
My supervisor considers me as having different needs, abilities, and aspirations from others	3.92	1.067	.272
My supervisor helps me find meaning in my work	4.036	.981	.243
My supervisor helps me to develop my strengths	3.991	1.061	.266
My supervisor spends time teaching and coaching	3.589	1.249	.348
My supervisor treats me as an individual rather than just a member of the group	3.636	1.147	.315
<b>Average</b>	<b>3.834</b>	<b>1.101</b>	<b>.288</b>

### Degree of idealised consideration

On a scale 1-5, the average rating for idealised consideration is 3.834 indicating above average the performance for this construct. This implies that respondents agreed that the items of idealised consideration that are necessary for improving the performance of HWs were practiced by their supervisors. The coefficient of variation for the item “My supervisor helps me find meaning in my work” (CV=0.243) is least indicating that this item was less dispersed.

### Linking idealised consideration to the performance of HWs

The study used Pearson product-moment correlation analysis to establish the strength of the link between idealised consideration and the performance of HWs. The correlations results are interpreted on the basis that when two variables are related, positively or negatively, they vary together. This research study considers the case where we have several independent variables and one dependent variable. In other words, the correlation scores show how well the independent variables are able to predict the dependent variable. In addition, correlations estimate the extent to which the changes in one variable are associated with changes in the other variable. If the coefficient of correlation is -1 it is considered a perfect negative correlation and if the correlation is +1 then it is considered a perfect positive correlation. The closer the value is to -1 or +1 the stronger the relationship is considered to be. The summarized correlations and their significance levels are presented on Table 4.

**Table 4: Pairwise correlations of idealised consideration**

Variables	(1)	(2)	(3)	(4)
(1) The performance of HWs	1.000			
(2) Idealised Consideration	0.446*	1.000		

\* significance at the 0.05 level

The results show that HWs the performance is positively and significantly correlated to idealised consideration ( $r=0.551$ ,  $p<0.05$ ). This implies that as the scores in idealized consideration increases, the scores in the performance of HWs increases. Intellectual stimulation is positively correlated with idealized consideration ( $r=0.803$ ,  $p<0.05$ ). Idealized consideration is positively and significantly associated with performance ( $r=0.474$ ,  $p<0.05$ ). This suggests that a unit increase in idealized consideration would significantly increase the performance of HWs in Lira city.

### Regression Analysis for predicting the performance of HWs

A multivariate regression model was applied to determine the relative importance of each of the three variables of idealised consideration with respect to employee’s the performance. Precisely, regression analysis was performed to estimate the amount of increase in the performance of HWs that would be predicted by a unit increase in idealised consideration. Before running Linear regression analysis, three assumptions for reliable estimation of parameters were tested namely; Normality of Residuals, Homoscedasticity of Residuals and Multi-collinearity. Diagnostics are analysis techniques that give an idea about determining levels of unfavorable cases such as lack of model and heterogeneity of variances which can be encountered in data set and violations of the assumption leads to unrealistic results.

### Normality of Residuals

Normality of the residuals was tested using the swilk test which performs the Shapiro-Wilk W test for normality. The p-value is based on the assumption that the distribution of the residual is normal. In Table12, it is very small ( $p<0.001$ ), indicating that we can reject that  $r$  is normally distributed.

**Table 5: Shapiro-Wilk W test for normal data**

Variable	Obs.	W	V	z	Prob.>z
Resid.	104	0.919	6.895	4.292	0.000

### Homoscedasticity of residuals

One of the main assumptions for the ordinary least squares regression is the homogeneity of variance of the residuals. Since the model is well-fitted, there should be no pattern to the residuals plotted against the fitted values. Since the variance of the residuals is non-constant, then the residual variance is said to be “heteroscedastic. The non-graphical test i.e. hottest, the Breusch-Pagan test was used. It tests the null hypothesis that the variance of the residuals is homogenous.



Therefore, since the p-value is very small, we would have to reject the hypothesis and accept the alternative hypothesis that the variance is not homogenous. So in this case, the evidence is against the null hypothesis for heteroscedasticity in table13 that the variance is homogeneous.

**Table 6: Breusch -Pagan / Cook-Weisberg test for heteroscedasticity**

Ho: Constant variance	
Variables: fitted values of the performance	
chi <sup>2</sup> (1)	= 44.46
Prob. > chi <sup>2</sup>	= 0.0000

**Checking for multicollinearity**

When there is a perfect linear relationship among the predictors, the estimates for a regression model cannot be uniquely computed. The term collinearity implies that two variables are near perfect linear combinations of one another. The primary concern is that as the degree of multi-collinearity increases, the regression model estimates of the coefficients become unstable and the standard errors for the coefficients can get wildly inflated. The VIF was used to test for multi-collinearity. Variance Inflation Factor (VIF)–the variance inflation factor of the linear regression is defined as  $VIF = 1/T$ . With  $VIF > 5$  there is an indication that multicollinearity is present; with  $VIF > 10$  there is certainly multicollinearity among the variables. All of the constructs measure of idealised consideration have low VIF values indicating that these variables are possibly not redundant. Therefore, ordinary least square regression is plausible.

**Table 7: Variance inflation factor**

Variables	VIF	1/VIF
Idealised Consideration	3.569	.28
Mean VIF	2.701	.

**Partial -regression plot**

From the four diagnostics, the assumption of normality and influential data are not met therefore results of ordinary least square regression is not reliable. If OLS is used, it would compromise the validity of the regression results since not robust to violations of its assumptions. As a remedy, robust regression was conducted.

**Table 8: Robust regression for predicting the performance of HWs**

Performance	Coef.	St. Err.	t-value	p-value	[95% Coef. Interval]	Sig
Idealised Consideration	0.190	0.072	2.63	0.010	0.046	0.333 **
Constant	3.080	0.211	14.62	0.000	2.662	3.499 ***
Mean dependent var.		4.337	SD dependent var.			0.465
Adj. R-square		0.331	Number of obs			96.000
F-test		15.203	Prob. > F			0.000

\*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$

The robust regression analysis was carried out to establish the degree of relevance of idealised consideration constructs on the performance of HWs. It was found that idealised consideration ( $p < 0.05$ ,  $\beta = 0.190$ ) is a significant predictor of the performance of HWs. Logically, idealised consideration explains 33.1% of all the possible factors that are likely to account for the performance of middle-level HWs in Lira District (Adj.  $R^2 = 0.331$ ). This indicates that 33.1% variability in the performance of HWs in Lira District even after taking a number of predictor variables. The fact that the simultaneous variation of independent variables explains the performance of HWs to the extent of 33.1%, an increase in 0.190 score in the performance of HWs for every unit increase in idealised consideration, assuming all other variables are held constant.

## 5. DISCUSSION OF FINDINGS

The purpose of this study was to determine the link between Idealised Consideration and the performance of HWs in Lira District. The study found that idealised consideration had significant link to the performance of employee in Lira District. This finding is consistent that of Chebon and Aruasa (2019), who determined the influence of transformational leadership on the performance of HWs drawing evidence from the Moi Teaching and Referral Hospital (MTRH) in Kenya and study found out that there is recognition of HWs to better productivity, teaching and coaching of staff. Furthermore, supervisors respect and celebrate individual contribution and provide opportunities for identification of needs and capabilities of others. Regarding the influence of idealised consideration on the performance of HWs, the study revealed that supervisors encourage high productivity through creativity and innovation and encourage staff to rethink ideas that had never been questioned. Furthermore, supervisors encourage new ways of how to do a job. Similarly, Ogola & Sikalieh (2017), investigated the influence of idealised consideration behaviour on the performance of HWs in Small and Medium Enterprises in Kenya. The results showed that Idealised Consideration behaviour and the performance of HWs in SMEs in Kenya had a strong positive and significant correlation ( $r = 0.925, p < 0.000$ ), and a positive and significant relationship ( $\beta = 0.925, t(194) = 33.669, p < 0.000$ ). Accordingly, the study concluded that high the performance is achieved when the leader recognizes HWs' efforts, creates confidence, and encourages self-development practices effective communication as well as mentoring and coaching. Naeem & Khanzada (2018), investigated the link between idealised consideration and the performance of HWs in the health sector of Pakistan and the findings of their study show that idealised consideration plays a significant role in job the performance. Qualities of idealised consideration motivate and influence HWs to perform at a higher level. However, Akeel (2014), examined the link between constructs of idealised consideration and employee motivation in public sector organizations in Libya. The study found that idealised consideration was found to contribute least to the variation (0.9%). The relevance of idealised consideration on the performance of middle-line HWs was found to be non-significant.

## 6. CONCLUSION

Basing on the findings and discussions, the findings were concluded that idealised consideration is significantly relevant to the performance of HWs in Lira District.

### **Limitations of the Study**

The following factors limited the study and were dealt with accordingly;

- a) The information was collected at a single time. Therefore, the participants' attitude needs to be examined at different times. That is to say, it is vulnerable to a number of technical biases (for example, selection bias) that can skew the results. However, attempts were made to include everyone in the random sample so as to avoid what is referred to as selection bias which can skew the results.
- b) Some of the respondents were not willing to freely take part in the study thinking that the data could be used to assess them. To handle this, the researcher assured them that the data was purely for academic purpose and will be treated with the outmost confidentiality. They were also presented an introductory letter from the University.
- c) This study was conducted during working days where I had to attend to office issues so to make sure that the study went on as planned, I engaged the research assistant in data collection.

## 7. RECOMMENDATION

From the findings of this study, it is important training in idealised consideration for managers be taken up as a developing management; in this way will not only help them to motivate, stimulate and engage their HWs but it will also enhance the overall the performance of HWs more positively.

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