

# Impact of Transformational Leadership Styles on South Sudanese Women Entrepreneurs: A Case Study of Juba City South Sudan

Chol Gabriel Majer & Maxwell Adea

## Abstract

The research project's goal is to examine how women entrepreneurs' adoption of transformational leadership practices contributed to their businesses' growth. This study utilized qualitative, quantitative, and mixed research methods in a mixed methodology. The data was adjusted, computed, and analyzed using statistical software (SPSS version 16.0), with the assistance of 45 female business owners who participated in in-depth interviews and completed questionnaires. The research examines successful South Sudanese female business owners' transformational leadership philosophies in light of their interpersonal, managerial, entrepreneurial, and business expertise. Despite the importance of transformational leadership in the growth of small businesses, this topic has received little research, with the majority of earlier investigations concentrating on large corporate settings. Researchers contribute to the literature by using a qualitative, quantitative method approach, adopting a combination of explanatory and confirmatory factor analysis, coupled with analyses. Researchers of this paper provide a thorough Transformational leadership on South Sudanese women business owners.



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## 1.1. Introduction

Transformational leadership is increasingly becoming an essential requirement for effective management across both public and commercial institutions. This shift is notably influenced by the emergence of a new generation of female entrepreneurs and women leaders in Juba, South Sudan. To achieve their objectives and ensure their continued success, these leaders must prioritize transformative leadership. Leadership, as defined by Sisman (2014), entails the ability to influence and rally individuals to attain specific goals. Conversely, transformational women's leadership involves nurturing the confidence and garnering the necessary support to empower women entrepreneurs in achieving their organizational objectives within a competitive business landscape. South Sudanese women entrepreneurs are actively enhancing their competencies in both business acumen and transformational leadership, which, in turn, brings benefits to their local economies and contributes to the overall economic development of their nation. Despite international calls for gender parity in the workplace and the promotion of transformational leadership in economic and political spheres, progress remains disappointingly slow. Even with the South Sudanese government's allocation of 30% representation for women in the public sector, the underrepresentation of women entrepreneurs in management and leadership roles persists, as noted in reports by the European Commission (2013), Lari (2016), Hora (2014), and Maseko (2013). The need for further action to address this issue is evident.

In accordance to the above, in theory, women only occupy 25% of management roles globally and 30% of management positions in South Sudan, while making up the majority of employees in most public and commercial institutions of male dominant, reinforcing the patriarchal society, that believes in male supremacy. This shows that gender disparity is pervasive in management and leadership roles around the world (Broughton & Miller, 2009; Mcelhaney & Smith, 2017). In light of this, it is widely believed that women hold fewer managerial and leadership roles almost across the board in the world of employment. Researchers have had a lot to say about South Sudanese women's roles in society, particularly their involvement in economic and political activities. This has sparked debate among many organisations, including women's organisations, the government, development partners, and civil society organizations, about whether it is necessary for women to participate actively in society's economic and political sectors. Therefore, more research is necessary to enhance the effect of transformational leadership styles on South Sudanese women entrepreneurs in the context of South Sudan. Over time, it has been discovered that the impact of transformational leadership style on women's entrepreneurial ideas and success is the importance of women's leadership positions and abilities to successful business operations in South Sudan. The efficacy and profitability of enterprises are often determined by leadership styles, particularly when it comes to the role of women, although many researchers have ignored this. The fundamental opinion of every current social structure, including religion, family, school, politics, and of course the economic institution in our society, is gender based. Women around the world are similar to men in one particular way, but women are nonetheless underrepresented in private and public sectors. South Sudanese Women are still not fairly represented in economic and other sectors, despite making up nearly half of the population in the country. The advancement of leadership participation, job creation activities, innovation, research and development effectiveness, management involvement, market competitiveness, the productivity of goods and services, as well as the creation of new industries around various environments of the world, are all clearly attributed to the contributions of women entrepreneurs. (Nxopo, 2014)

Today, the influence of transformational leadership on the ideas of women in business is even more important to help South Sudanese women entrepreneurs given a country's current rapid

economic transition. Women entrepreneurs greatly contribute to economic growth and employment creation by bringing a variety of ideas and innovations (Brush et al., 2019). Despite the advancements, South Sudanese women business owners still have particular difficulties and hindrances include gender biases, a lack of resources, and issues with work-life balance (Marlow & McAdam, 2013). South Sudan is prioritizing women's leadership in microbusiness management due to underrepresentation of female entrepreneurs in leadership positions. Despite their growing economic importance, women in South Sudan have weak ownership and transformational leadership skills, highlighting a research gap in entrepreneurship development. A company's performance is greatly influenced by transformational leadership styles, which also have a significant impact on the resilience and mental health of the entrepreneurs (Stephan, 2018). Extensive study on South Sudanese women's transformational leadership styles and entrepreneurs' engagement is limited due to a lack of information on the welfare of female entrepreneurs in Juba, particularly in micro-enterprises. The 2023 international women conference in Juba emphasized the importance of transformational leadership for South Sudanese women, focusing on their entrepreneurial skills, economic empowerment, women participation in Liberation struggle, Women leadership in peace building and political empowerment participation in development. The conference focused on South Sudanese business women's leadership roles and transformational leadership styles, recognizing their efforts to advance women entrepreneurs globally. It aimed to improve participation, deepen achievements, eliminate generational gaps, promote inclusion, and expand learning networks on national, regional, and international levels. This study, according to its researchers, aims to close the knowledge gap by investigating the impact of transformational leadership styles on South Sudanese women entrepreneurs who run businesses in Juba City. The findings of this study, a case study of Juba City, South Sudan, which will also serve as a standard for practice and policy in promoting their success and well-being, will improve the adoption and practice of transformational leadership affects South Sudanese women business owners.

### **1.2. Research Objectives**

To assess the impact of transformational leadership style on the entrepreneurial attitude of South Sudanese women, to examine the levels of women in business entrepreneurship in the work environment, to Identify transformational leadership styles for targeted interventions on South Sudanese women entrepreneurs' wellbeing.

### **1.3. Problem of Study**

Today, women's transformational leadership styles are often dependent on the accessibility of resources, such as loans, education, and the networks of microbusiness government institutions to which they are connected (European Commission, 2013; Ruth, 2018). This is especially true of South Sudanese women business owners. Entrepreneurship implies agency, but female entrepreneurs' empowerment and the revolutionary leadership philosophies of women are usually underappreciated for their contributions to societal and economic growth (Rai, 2018; Goswami, 2018). Furthermore, their entrepreneurial successes are kept a secret, assuming they ever gain any sort of public acknowledgment at all. Instead of recognizing women as independent actors, most policies treat females as dependent participants who must be incorporated or included in projects and programs (Panda, 2018).

## **2. Literature Review Concepts**

Examining the literature on women and development is crucial since rural women contribute significantly to the economy. An overview of women's participation in development in developing nations is given by this review. The general consensus in the literature on women's

engagement in development is that there is more work to be done before concrete answers to the issues facing rural women's inclusion and participation in development can be found (Robinson 2004).

### **Rensis Likert's Four Systems of Management**

An American social psychologist, educator, and author by the name of Rensis Likert. His invention of the Likert scale is among his most notable contributions to the field of social research. The most often used rating scale in survey research is this straightforward psychometric instrument created by Likert. The 5-point Likert Scale, which Likert created in 1932 for his PhD thesis, is his most well-known piece of work. He utilized it to gauge how deeply someone felt about foreign politics and how strongly they believed certain things. The traditional Likert scale asks respondents to rate how strongly they agree or disagree with a proposition on a 5-point scale. "Strongly agree" and "Strongly disagree" are the two extremes of the scale. He was able to rank people's sentiments with higher precision and fewer questions by using the 5-point scale. He demonstrated how it caught more data than rival techniques. To characterize the relationship, involvement, and functions of managers & subordinates in industrial contexts, Rensis Likert also outlined four systems of management.

### **LIKERT'S LEADERSHIP THEORY**

Likert's methods of management can be classified into four basic styles, which are as follows:

**Explosive Autocratic:** A manager that adopts this attitude does not have faith in their staff members. Decision-making and communication are always governed by top-down directives. When making decisions, supervisors don't take their subordinates' viewpoints into account. Employers coerce employees to report for duty by instilling fear and threatening and punishing them. This management style does not take into account the human side of employees Transformational Leadership Styles on South Sudanese Women Entrepreneurs. When an entity adopts this style, their production is usually low (Fisk et al., 2012; Gonos & Gallo, 2013). The things that need to be done, who will do them, how they will be done, and when they will be done are all decided by them. In the event that the task is not completed as instructed, threats or punishment will be applied. South Sudanese women entrepreneurs and transformational leadership under this approach, management has little faith or confidence in its employees.

**Authoritative-benevolent Style/System:** In the charitable style, the business manager looks to the South Sudanese Women Entrepreneurs' Transformational Leadership Styles to a certain extent but retains ultimate decision-making authority. The communication style between management and staff is top-down (Jalilzadeh et al., 2013). There is still authoritarianism in this framework. Rewards are used by management to encourage motivation even if it maintains strict control (Gonos & Gallo, 2013). Employees are given some freedom and flexibility in how they perform their jobs, with the condition that they adhere to the established transformative Leadership Styles on Women Entrepreneurs regulations. Business managers, however, retain final say.

**Consultative Style/System:** Managers of businesses who use these transformational leadership techniques have some faith in their staff members, especially the female entrepreneurs from South Sudan. acknowledge thoughts and viewpoints while maintaining complete control over overall choices and regulations (Gonos & Gallo, 2013). The system permits open communication and offers incentives for good work performance, but it also occasionally applies punishment (Marshall, 2012). Staff and management can communicate using this system, however choices are made based on what the management is ready to accept from staff involvement (Jalilzadeh et al., 2013). Before setting objectives and deciding on tasks, managers consult with staff members. There's a good amount of leeway in how employees carry out their work.

**Participative team: Participative Style/System:** According to Marshall (2012), Likert strongly advised that universities use this technique. Employee autonomy and participation are maximised, and management has complete faith in them. When it comes to carrying out decisions, staff and employees are on par with management (Jalilzadeh et al., 2013). According to Likert, a System 4 environment is "participative," granting employees a great degree of autonomy and involvement in decision-making. Antořová (2011), referenced by Gonos and Gallo (2013), stated that Likert thought any organisation that used this approach could be productive, prosperous, and effective. Likert suggests this type of management structure. The focus of a participatory team is on a collective participatory role of transformational leadership styles on South Sudanese women entrepreneurs with full employee involvement in the process of setting goals and making decisions relevant to their professions. Employees feel more comfortable discussing issues with their bosses when they are supportive rather than patronizing or intimidating.

### **COMPONENTS OF TRANSFORMATIONAL LEADERSHIP**

**Individualized consideration:** To provide the appropriate support, transformational leaders closely monitor the concerns and needs of their employees. They operate under the tenet that various people have distinct motivations. As a result, they could alter their management strategies to better meet the demands of the varied team members. As per Bass, the last element of Transformational Leadership Theory is customised thinking. This component is most effectively shown when a transformational leader assists in meeting the requirements of every person within their sphere of influence (Bass & Riggio, 2006). A leader assumes the role of coach and mentor when they show each individual follower that they are paying particular attention to them. By individualising work, employers may support each person in realising their full potential. Techniques for recognising and meeting these requirements include paying close attention to the follower, showing empathy and listening to what they are projecting, and finally offering substantial emotional support (Kwon et al., 2019). New individualised learning possibilities for the follower are a possible remedy for problems found in individualised consideration, as well as an additional approach (Bass & Riggio, 2006)

**Inspirational motivation:** Transformational leaders are able to communicate a cohesive vision that motivates team members to go above and beyond expectations. They are aware that those workers who feel strongly about their work are the most motivated. These bosses have no problem putting their workers to the test. They are adept at giving their current task significance, and they never give up on their aspirations for the future. This phrase describes the methods in which transformative leaders give their followers a sense of significance and present them with challenging tasks. These implementations enable workers flourish in a positive work environment in addition to helping them realise their full potential (Bass & Riggio, 2006). Salas-Vallina et al. (2020) assert that inspirational leaders cling to a certain vision or set of loftier objectives that propel advancement and win the admiration of their followers.

**Idealized influence:** Idealised influence is typically connected to a role model—someone that others aspire to be like and look up to (Shafi et al, 2020). In order to accomplish a certain objective, leaders in the workplace frequently attempt to use idealised influence, bolstered by followers' respect, trust, and adoration (Bass & Riggio, 2006). Incorporating idealised influence into a strategy can help leaders foster a sense of collective interest among their staff members, which can lead to a sense of overall purpose, a prioritisation of the group's benefit, and a respect for ethical standards (Zdaniuk & Bobocel, 2015). Transformational leaders are generally thought to possess exceptional skills, unwavering determination, and persistence in the work environment. The most effective set an example for others by exhibiting these

qualities alongside followers in ways that inspire reverence and, in the end, inspire followers to aspire to be like their superior (Bass & Riggio, 2006).

**Intellectual Stimulation:** They stimulate the minds of their followers by encouraging fresh perspectives on long-standing issues, treating setbacks as opportunities to overcome them, and placing a strong emphasis on original thought and initiative. Transformational leadership proponents contend that it can determine whether an organization succeeds or fails. They have discovered that when employees believe their supervisors are transformational leaders, both their performance and overall happiness increase. According to Bass & Riggio (2006), transformational leaders use intellectual stimulation to pique followers' motivation to be creative, inventive, and meaningfully impactful. Intellectual stimulation can be attained through refuting the beliefs of followers, rephrasing issues, and coming up with fresh solutions for enduring issues. Rather than adhering to preset tactics, adherents are urged to come up with novel and unusual solutions to specific issues, free from the worry of receiving undue criticism or punishment.

### **Martin Luther King Junior on Transformational Leadership Theory**

A leader who embodies the traits of Idealized Influence is Martin Luther King, Jr. Martin Luther King Jr. is regarded as a charismatic leader because of his influence on the US government and his adherents. He also possessed a powerful and convincing voice, as evidenced by his lectures that continue to change the globe (Hirtz, Murray and Riordan, 2007). He is also a good example of a leader who has a passionate and clear vision. For instance, everyone has a dream, and Martin Luther King Jr. chose the appropriate phrase to express the most significant dream of his followers' lives—equality and freedom. People actually accomplished it since it wasn't simply a pipe dream to them. "Martin Luther King lived the vision ("I have a dream") and provided a model for everyone in the civil rights movement" as stated by McGuire and Hutching (2007). It may take years of arduous labour, sacrifices, failures, and achievements for leaders to attain this component, which culminates in invention and creativity. As a result, individuals who work with them or aspire to be like them will find followers everywhere they go. Martin Luther King, Jr. is an example of a true leader who continues to inspire people to aspire to be just like him.

To promote equality, civil rights, and citizenship for all Americans, he employed his transformative leadership abilities. He exemplified transformative leadership with his vision, inspirational messaging, and persuasive speeches. His vision, inspirational messaging, and persuasive speeches were all illustrations of his transformational leadership. In order to accomplish certain goals in both social and professional settings, leadership is an invaluable idea and approach. There are several interpretations, philosophies, and definitions of it (Northouse, 2013). In order to eliminate ambiguity, academics and leadership specialists develop theories and styles based in each leadership methodology in connection to followers. One of the most popular and well-known theories is the theory of transformational leadership. Leaders with Transformational Leadership style are "those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity" (Bass & Riggio, 2005). Based on the results of leaders who adopt this approach, it is therefore regarded as one of the effective leadership philosophies. Three key elements of transformational leadership—idealized influence, inspirational motivation, and individualised consideration—combine to generate transformational leaders. Martin Luther King is regarded as one of the most famous and influential leaders of the 20th century. His accomplishments are hard to overlook, and he left behind a legacy of charisma, inspiration, and determination. He

made sacrifices for the justice and values of his people and provided a true model of effective leadership (Ciulla, 2001).

Therefore, this essay will examine the three elements of transformational leadership idealized influence, inspirational motivation, and individualized consideration and their effects on South Sudanese women entrepreneurs. Martin Luther King, Jr., will be the central figure of this study. There are many leaders in this world, but some of them are quite obstinate and do not listen to others. Others make decisions based on the ideas and thoughts of their critics and supporters, disregarding their own. In order to implement the proper laws and regulations for a good society, a powerful leader in this century must be very strict and avoid becoming overly flexible. Instead, they must tenaciously adhere to their ideas. On the other hand, South Sudanese women should abide by these principles by incorporating transformational leadership style in management in both the political and economic spheres. Martin Luther King Jr. is a prime example of this concept, ensuring that his voice was heard via his followers.

### **Women entrepreneurship**

Women in South Sudan are economically empowered by their productive activities, particularly those involving entrepreneurship, and are thus better equipped to contribute to the country's general economic development. Women's entrepreneurial activities, whether they are in the formal or informal sectors, small- or medium-sized production, or both, not only provide a means of economic survival but also have beneficial social effects on the women and their social surroundings Organization for Industrial Development of the United Nations (UNIDO, 2001)

### **The challenges faced by South Sudanese women entrepreneurs in the modern business landscape.**

**Women Entrepreneurs:** Women entrepreneurs have established themselves as highly important players thanks to their interest and participation in women-focused activities, notably in the entrepreneurial environment. Understanding the characteristics of South Sudanese women entrepreneurs and their contributions to the country's economy and general well-being is essential. A business owned, run, and controlled by women was referred to as women entrepreneurship (Singh, 2012). Individuals or groups of women who want to launch a new business are known as women entrepreneurs. They carry out managerial duties include organising, supervising, carrying out, and regulating commercial operations (Manerkar, 2015). When they invest money in a new business venture, South Sudanese women entrepreneurs incur a risk. They run their everyday operations to meet their needs at home, in society, and elsewhere. South Sudanese women entrepreneurs contribute positively to society and the country, as well as to their own families. They boost economic growth and provide jobs, both of which directly impact human lives (Kamberidou, 2013).

**Poor Access to Justice:** For ensuring effective business operations, access to justice is essential and covers issues like contract enforcement and employee conflicts. However, female company owners struggle to determine what justice is. It can be expensive, difficult, and time-consuming for business owners in South Sudan to use the formal courts. Dealing with the complex and frequently corrupt bureaucracy is another barrier for women who are overburdened with their numerous duties at work and in the home and who lack the knowledge to navigate the government system (Mwobobia, 2012). According to Commonwealth (2002), there may be prejudice towards women-owned enterprises and women frequently have few or no contacts in the bureaucracy.

**Access to Financial Resources:** Women's financial resource accessibility However, research on this topic is inconclusive because women frequently face barriers to starting and operating

a business, including limited access to and control over capital (Minniti, 2009; Jamali, 2009). When it comes to obtaining money, it seems that women entrepreneurs in South Sudan have less access to outside sources than do men. One of the most significant aspects of the barriers faced by women in business is finance. Any business, regardless of size or nature—private or public—considers finance to be its "life blood cycle" (Singh 2012). Before anything else, one of the biggest challenges facing women entrepreneurs is money, according to Wasilczuk and Zieba (2008). According to Phillips, Moos, and Nieman (2014), women entrepreneurs in Africa and other parts of the world have historically faced particular disadvantages because they lack property that can be used as collateral for loans and because they must obtain their husbands' consent in order to enter into financial agreements with those who can provide access to financial resources.

**Inadequate Training and Information Access:** One problem that comes up time and time again in studies on female entrepreneurs in South Sudan is that their access to education and skill development is limited. Their access to several publicly and privately offered support services, such as company development services and information on business growth, appears to be usually limited due to this, along with a lack of career advice (Kitching & Woldie, 2004; Davis, 2012). According to Drine and Grach (2010), female entrepreneurs in Tunisia have difficulties since they are not yet receiving the current forms of support for their business. The authors specifically state that their findings support the notion that professional organisations have not been effective in educating entrepreneurs and that support services' training and assistance do not cater to the particular needs of female entrepreneurs.

**Lack of Societal Support:** Scholars also note that in certain countries, societal attitudes and normative restrictions based on cultural and religious beliefs do not encourage women's labour in general or women in entrepreneurship in particular (Jamali, 2009; Baughn et al, 2006). Many nations have the view that entrepreneurship is a suitable career path for males alone, or that it is only suitable for the underprivileged and not the educated, the majority of whom are women. The majority of these perceptions stem from the connection between traditional male stereotypes and business (Aidis et al. 2007; Bird & Brush, 2002)

**Legal Barriers and Procedures:** Lack of government assistance in the form of laws, policies, and services has been noted as an obstacle for women entrepreneurs, albeit it varies by nation (Jamali, 2009). A large body of research indicates that regulations, taxes, and other legal constraints can be considerable obstacles to launching and running a business, notwithstanding notable geographical differences. Men and women may be impacted by this to varying degrees, and further study is required to pinpoint difficulties that are unique to each nation.

**Lack of management abilities:** The ability to be an entrepreneur is perfect for running small and medium-sized businesses. Ruth (2018) argued that not all female entrepreneurs have a strong network of allies when they first launch their company. Panda (2018) discovered that formal business and entrepreneurial training, comprehension of company procedures, managerial resources, marketing expertise, and the ability to hire and retain people were all lacking among women. South Sudanese women business owners had good oral communication skills, but they lacked the managerial abilities needed to grow and advance their diverse companies. Giving women the chance to run their own businesses and gain managerial skills could strengthen the economy of Sub-Saharan Africa by generating jobs, as small businesses are the primary drivers of economic growth in the region.

**Inadequate Education:** One of the main factors influencing business performance is education. The dearth of information that female entrepreneurs need to establish their own business stems from technological obstacles and localization (Amador-Ruiz & Briones-Penalver, 2017). According to the results of the study of Majer (2021), some South Sudanese women company owners in the nation lack financial resources, exhibit poor leadership styles,



lack business management skills, and lack education, which has an adverse effect on their operations. In addition, women lack knowledge about the business environment and where to get resources (Iwu & Nxopo, 2015). South Sudanese Women could pick up the information and abilities needed to manage a sustainable business, including the ability to acquire resources.

### **Success of South Sudanese women entrepreneurs**

**Clear Objectives:** Without a clear direction, actions are pointless. Because of this, despite the fact that life is quite active, very little achievement is made. Women business owners are very clear in their heads about what they want to do and how they plan to accomplish it. They then reinforce this clarity with a strong dedication and will power.

**Women's Organizing Styles:** It was discovered that the work environments created and developed by women exhibit a preference for collaborative operation and organic structures, in which the manner in which work is done determines the shape of the organization and information is freely shared among employees without regard to functional roles. A strong commitment to values permeates context and procedures, with a focus on developing connections to create the necessary trust.

**Managing Intellectual Capital:** The essential executive competence of the modern era is the development of human capital and its transformation into valuable goods and services. By determining the talents and abilities of followers, they efficiently use intellectual capital, like other skill management.

**Transparency and Accountability:** The demand for greater transparency and accountability is related to the issue of trust, and studies have shown that women tend to be more at ease than men sharing authority and information as well as their presence on corporate boards. To ensure that these principles are followed and put into practice throughout the organization, they develop and implement company policies, procedures, training, and internal reporting processes. They also set up a transparent, objective, non-retaliatory grievance policy that enables employees to voice suggestions, complaints, reports, or comments about how they were treated at work.

### **Characteristics of South Sudanese women entrepreneurs**

The study examines the essential organizational and personal traits of South Sudanese women as business owners, highlighting the challenges they face due to gender stereotypes, lack of confidence, and fear of danger, as well as the patriarchal societal framework that often favors male family members.

**Innovation:** While microenterprises are frequently the source of innovation, they are also particularly susceptible to competition from rivals that launch new goods or services or enhance their manufacturing techniques. This is because they typically lack the resources to react quickly to these developments. Market competition and factors relating to information are cited as important obstacles. In the rural environment, competition can be evident in the magnitude of market shares. Motivation, according to Moorhead and Gryphon (2011), is the combination of factors that lead an individual to choose a particular course of action over a different one. The ability of an action to satisfy an individual's basic needs influences motivation, which is another definition of motivation as the readiness to do or act on anything. Therefore, having a business is a manifestation of many different wants and goals, and this is true for all people, not only South Sudanese women. Most people have a variety of different reasons for beginning a business. The majority of these marketplaces are not growing, and new competitors are appearing, including minisupermarkets with a large variety of products for individuals who were involved in selling domestic goods. According to Jaiyeba (2010), little marketing expertise could be the reason for this. Numerous studies have focused on the leadership style of female entrepreneurs, with Moore and Buttner (1997) drawing comparisons with research on female executive leadership in organisations.

According to research studies, South Sudanese women place a great focus on teamwork, are more concerned with the process than they are with business diversity, and worry about how their smallscale business actions affect others.

South Sudanese women's engagement in transformative leadership is reportedly highly valued by the country's leaders, who reportedly use their "powerwith" authority to motivate others to join them

**Negotiation skills:** Buttner (2001) notes that relational characteristics such reciprocal empowerment, teamwork, knowledge sharing, empathy, and nurturing were the most effective ways to characterise the management styles of female entrepreneurs. It's significant that these characteristics, which have also been linked to South Sudanese women entrepreneurs in other professional fields, were found to be linked to business activities. South Sudanese women do labor in a different way than men. Heffernan (2003) states that research has revealed that female negotiating styles differ and are substantially more advantageous for long-term company success. The most recent study, which looked at a genetic basis for women's unique social abilities and empathy, suggests that businesses founded and controlled by women perform better because of their capacity for improved communication with suppliers, customers, and workers (Valencia, 2006).

**Competitiveness / aggressiveness:** An entrepreneur may use a fast-follower strategy, whereby they rapidly introduce new items to the market, or they may choose to actively attack competitors in order to gain market share (Macmillan& Day, 1987).

### **Types of enterprise orientation**

Small and medium-sized businesses (SMEs) have a significant impact on the economies of all nations, especially in the rapidly evolving and fiercely competitive global marketplace (Iadzani & van vuuren, 2002). SMEs, or small and medium-sized businesses, may be privately or publicly held. Social enterprise is intriguing in rural entrepreneurship because it fosters thriving communities.

### **Transformative leadership significantly influences Women entrepreneurship.**

This leadership style entails fostering the professional interests of subordinates and establishing favourable conditions to foster invention and creativity, all of which are essential for successful business. Being self-sufficient is essential for entrepreneurs. It speaks to a person's confidence in their capacity to carry out a certain task (van couver, Thomson and Williams, 2001). The self-efficiency of transformational leadership is linked to it. This is a crucial principle for the success of entrepreneurship. The foundation of transformative leadership is the knowledge that an individual possessing excellent transformative leadership would be able to make wise judgements, take calculated risks, and motivate others. These attributes will bolster one's entrepreneurial endeavours. A transformative leader will make an effort to establish surroundings that are favourable to corporate success. This fits the definition of an entrepreneurial trait.

### **3. Methodology**

In order to investigate the influence of South Sudanese women's transformational leadership, its historical foundations, the effects on South Sudanese women entrepreneurs, and academic leaders in both the public and private sectors, this study used a mix research methodology. The mixed methods technique, which was used for this study, combines qualitative and quantitative research approaches into a single study. In order to examine frequency data and other numerical data, the qualitative approach was utilized to collect data because it is effective at gathering in-depth data about the experiences, convictions, emotions, and behavior of women

in leadership, the qualitative technique. The concurrent triangulation design was employed in the study to gather data. Data collection included both qualitative and quantitative components. Participants were chosen through Convenient sampling depending on their sex and area of expertise. Semi-structured interviews and structured questionnaires were used to obtain the data. In addition Focus Group Discussion technique was employed. SPSS version 16.0 was used to evaluate the quantitative data, whereas computer assisted qualitative data analysis tool (CAQDA) was used to analyzed the qualitative data. A five-point Likert scale was used in the case study with 45 South Sudanese women company owners in Juba City to evaluate their entrepreneurial spirit and their use of transformational leadership in managing their small scale businesses.

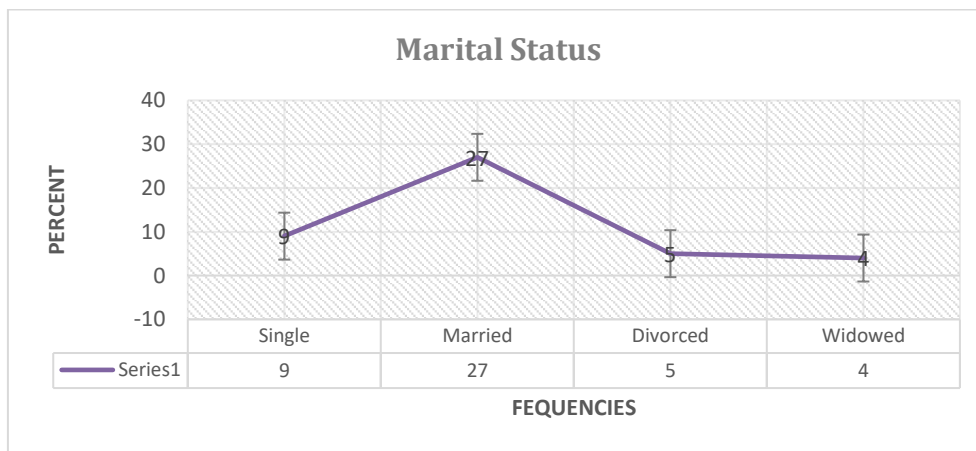
#### 4. Data Analysis

This chapter went into greater detail on the two methods of data collecting and analysis. Prior to providing additional plan details, the assessments of the quantitative and qualitative data were provided.

##### 1. Marital status of respondents

Status of Respondents	Frequency	Percentage
Single	9	20.00
Married	27	60.00
Divorced	5	11.11
Widowed	4	8.89
<b>Total</b>	<b>45</b>	<b>100.00</b>

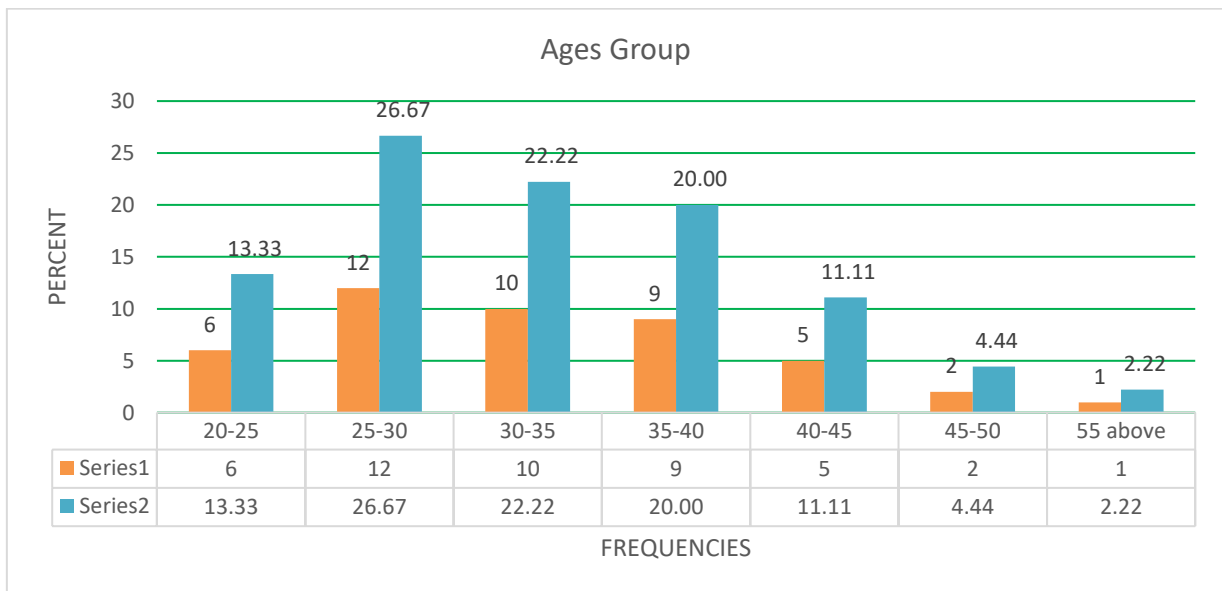
Source: Field Survey, August (2023)



##### 2. Age of respondents

Age Group	Frequency	Percentage
20-25	6	13.33
25-30	12	26.67
30-35	10	22.22
35-40	9	20.00
40-45	5	11.11
45-50	2	4.44
55 above	1	2.22
<b>Total</b>	<b>45</b>	<b>100.00</b>

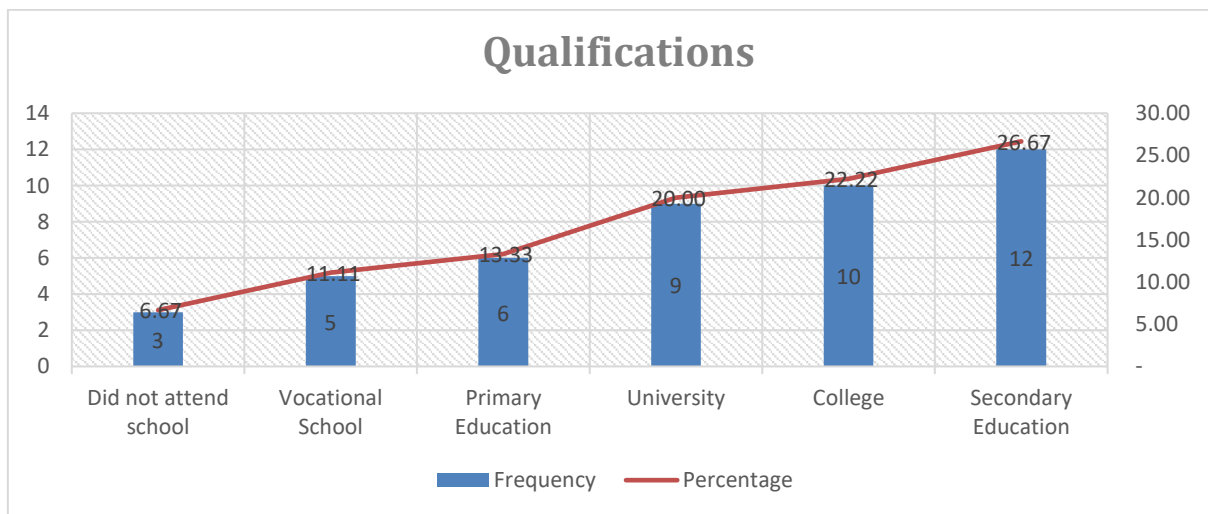
Source: Field Survey, August (2023)



### 3. Educational level of respondents

Age Group	Frequency	Percentage
Did not attend school	3	6.67
Vocational School	5	11.11
Primary Education	6	13.33
University	9	20.00
College	10	22.22
Secondary Education	12	26.67
<b>Total</b>	<b>45</b>	<b>100.00</b>

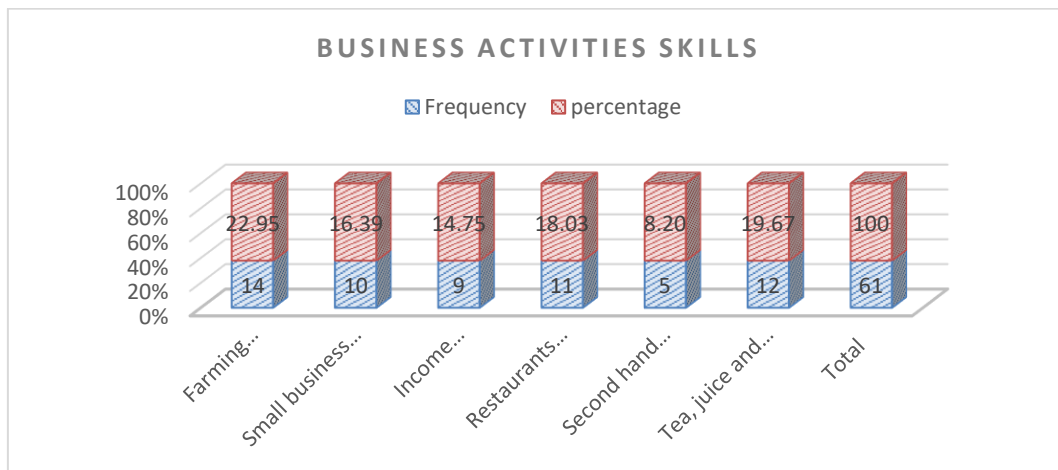
Source: Field Survey, August (2023).



### 4. Respondents Business skills

Business skills /Activities	Frequency	Percentage
Farming vegetables/fruits	14	22.95
Small business entrepreneurship	10	16.39
Income generating activities	9	14.75
Restaurants business	11	18.03
Second hand Clothes business	5	8.20
Tea, juice and other soft drink business	12	19.67
<b>Total</b>	<b>61</b>	<b>100</b>

Source: Field Survey, August (2023).



### Transformational Leadership Style

Statements	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Agree	Percent	Total	Percent
It's the transformational leadership that always exemplifies qualities that followers admire	13	28.89	18	40	7	15.56	3	6.67	1	2.22	3	6.67	45	100
Transformational leadership often demonstrates for others how to make decisions and solve problems in Business operation	16	35.56	17	37.78	4	8.89	6	13.33	2	4.44	3	6.67	45	100
The transformational leader communicates the organization mission and values through his/her actions	20	44.44	11	24.44	4	8.89	5	11.11	2	4.44	2	4.44	45	100
The transformational leader's models service to inspire other through his/her behavior, attitude and values	17	37.78	10	22.22	6	13.33	3	6.67	4	8.89	3	6.67	45	100
The transformational leader goes out of his/her way to meet the needs of the followers	14	31.11	9	20	8	17.78	5	11.11	2	4.44	4	8.89	45	100
The transformational leader always grants team members the opportunity to utilize their talents, skills and resources	18	40	13	28.89	4	8.89	5	11.11	2	4.44	3	6.67	45	100
The transformational leader's leadership mentors team members to support the growth of women-owned businesses.	22	48.89	11	24.44	4	8.89	2	4.44	2	4.44	4	8.89	45	100

Source: Field Survey, August (2023).

### South Sudanese Women Entrepreneurs

Statement	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Total	Percentage
Women's business owners' contributions to sustainable development and economic sustainability	13	28.89	18	40.00	7	15.56	3	6.67	1	2.22	3	6.67	45	100.00
Women Entrepreneurship empowers to perform a decent job	16	35.56	17	37.78	4	8.89	6	13.33	2	4.44	3	6.67	45	106.67
Women Entrepreneurs experience has helped to attain Gender Equality	20	44.44	11	24.44	4	8.89	5	11.11	2	4.44	2	4.44	45	97.78
Contribution of women entrepreneurs in attaining the economic sustainability/ sustainable development	17	37.78	10	22.22	6	13.33	3	6.67	4	8.89	3	6.67	45	95.56
To overcome the challenges by adopting coping transformational leadership strategies	14	31.11	9	20.00	8	17.78	5	11.11	2	4.44	4	8.89	45	93.33
The government should assist the women in developing solid plans so they don't have to rely solely on the open market, which can be challenging when business is slow.	18	40.00	13	28.89	4	8.89	5	11.11	2	4.44	3	6.67	45	100.00
women Entrepreneurs play roles in poverty reduction	22	48.89	11	24.44	4	8.89	2	4.44	1	2.22	3	6.67	45	95.56

Source: Field Survey, August (2023).

### DISCUSION

Through quantitative and qualitative analysis, the study explores how well South Sudanese women business owners are able to apply transformational leadership approaches to their daily operations.

**Leadership with Tolerance:** The analysis of the data showed that the participants perceived female managers and leaders as having a high level of tolerance in business operations. According to the participants, they are not trained to put up with a variety of situations and actions. According to a popular theory, women are taught to put up with difficult customers in their enterprises. In addition, they lack the socialization necessary to accept deceiving customers when conducting business or taking part in institutional activities.

**Transformative Leadership:** The importance of teamwork was emphasized often during the interviews. South Sudanese women entrepreneurs have proven to be successful business management partners. Women overwhelmingly favor this transformative leadership style in a firm. The study's female participants stated that it is only natural for them to value a collaborative work environment where they can share tasks and ideas. They try to split up their responsibilities.

**Visionary leadership:** A strong leader must have the ability to see the big picture and understand their place within the greater workplace in addition to being an expert in their subject. Vision is one of the qualities shared by women in administrative and leadership roles, regardless of the organization, according to South Sudanese women who participated in this poll. Many of the businesswomen who were surveyed had similar opinions on both their own leadership style and the leadership philosophies they would like to imitate. According to the participants, vision and other forms of leadership were among the qualities that distinguished what makes a good and qualified manager or leader. They argued that any leader, male or female, would desire to change the direction a business environment

**Multi Skilling:** A transformational leader occasionally needs to handle multiple tasks at once. This is known as multitasking. In order to balance their work and meet deadlines, the workplace occasionally requires leaders to perform many tasks. Women are experts at this because of how they were raised in the house; as a result, the rest of the family looks to them to make sure they have enough food to eat before bed or in the morning before they go for work. Participants asserted that no man can equal the multifaceted personalities endowed in women. Women are seen as superior drivers of organizations who can multitask and push organizations in the direction they want to go. In order to function, institutions with one woman would hire more than one man.

**Empathy Leadership:** Participants disclosed that when it comes to relating to others, women always show empathy. They have the capacity to comprehend the needs of others and are sensitive to their emotions.

**Persistence Leadership:** Persistence was frequently cited during the interviews as the most crucial quality in management or leadership, if not the most important quality overall. The following is what the study's female participants had to say:

**Humble Leadership:** For very good reasons, it appears that humility in leadership is becoming more and more popular. The participants' information indicates that women make incredibly modest leaders. It has been said that women who possess humility are excellent leaders because they are open to picking up skills from others and advancing their own knowledge. The following were the comments made by the participants during the interviews:

## Conclusions

The researcher draws the following conclusions about women leaders based on the research findings: they are resilient, charismatic, committed, communicative, courageous, able to initiate conversations, able to listen, capable of addressing problems, servant-like, and diligent. Qualitatively, each participant gave a detailed account of the traits that they believed to be most pertinent to women leaders: visionary, compassionate, tolerant, multiskilled, empathetic, persistent, and humble team players. The development of South Sudanese women entrepreneurs as a result of an all-encompassing dedication to transformational leadership styles will not only have a significant influence, but will also ultimately have far-reaching effects on the country's economic competitiveness, social stability, and cultural diversity. The characteristics of transformational leadership styles on South Sudanese women business owners have put women in a position where they can manage and lead public institutions as well as private businesses as well as men, if not better. Statistics shows that when women are trained on transformational leadership skills, they become more effective leaders and managers than men in both private and public sectors. They out compete men when it comes to transformational leadership in small-business ownership.

## Recommendations

South Sudanese women entrepreneurs need to be recruited, trained and mentored through methods that consider transformational leadership styles. Also, there is need for advocacy

regarding the comparative and competitive advantages women leaders have over men in South Sudan. Moreover, an enabling business environment that promotes gender equality and South Sudanese women's professional advancement is required. Additionally, the promotion of gender equality and an increase in the share of South Sudanese women in transformational leadership management should be the focus of policy changes.

### Future Research

Upcoming investigations ought to explore the distinctive abilities and characteristics that define female transformational leaders, along with their impact on the South Sudanese community. Additionally, it would be valuable to delve into the entrepreneurial initiatives undertaken by women entrepreneurs.

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