

Leadership Styles And Their Impact On Service Delivery And Operational Efficiency In Zambia's Mobile Health Sector

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Abstract

It is asserted that effective leadership is at the heart of and crucial to strengthening health systems, especially in mobile health facilities with resource-constrained conditions. This paper attempts to establish how three different leadership styles-transformational, transactional, and servant leadership impact service delivery and operational effectiveness in the context of the Zambia Flying Doctor Service, a national institution mandated to undertake medical outreach programs to the remote and hard-to-reach communities of Zambia. The research design employed was mixed-methods, consisting of a cross-sectional survey of 50 employees, complemented by interviews with 10 senior and middle managers, as well as a supporting review of organizational performance reports. Quantitative data were analysed for descriptive statistics, reliability testing, correlation analysis, ANOVA, and multiple regression. Qualitative data were thematically analysed.

The results indicate that transformational leadership ($\beta = 0.358, p < 0.05$) and servant leadership ($\beta = 0.376, p < 0.01$) significantly enhance service delivery, while transactional leadership-although positively associated-did not show a statistically significant effect ($\beta = 0.317, p > 0.05$). Strong correlations existed among the three leadership styles ($r = .629-.670$). Supporting these quantitative results, the qualitative themes indicated an increase in teamwork, communication, and making decisions patient-centered if either transformational or servant leadership was in place. The study concludes that adaptive leadership underpinned by vision, empathy, empowerment, and ethical stewardship enhances service effectiveness in mobile health environments. The recommendations include strengthening leadership development, decentralising decision-making, enhancing communication systems, and embedding servant-leadership principles into the organisational culture.

Keywords: Leadership Styles; Service Delivery; Transformational Leadership; Servant Leadership; Zambia Flying Doctor Service

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I. Introduction

Background

Leadership has emerged as an important determinant of performance in healthcare institutions, which affects staff motivation, operational coordination, and their overall ability to respond to the needs of the community. For mobile health service organisations such as ZFDS, leadership is particularly salient due to the complexity of the medical, and aviation logistics, limited resources, and the coordinated multi-disciplinary teams required.

Problem Statement

Although there is substantial global evidence that leadership shapes healthcare outcomes, empirical research is scant on leadership within mobile or aviation-based health systems in sub-Saharan Africa. Leadership challenges such as gaps in communication, low morale among staff, and centralized decision-making can compromise the efficiency of service provision in ZFDS.

Research Gap

Existing literature is heavily focused on hospitals and fixed health facilities with very little emphasis on decentralized, mobile health institutions, as evidenced by this study.

Objectives

1. Analyse how the transformational, transactional, and servant leadership styles impact service delivery at ZFDS.
2. How do leadership behaviours shape operational efficiency?
3. Provide recommendations on enhancing leadership capacity in mobile health systems.

Structure of the Paper

A literature review, conceptual framework, methodology, findings, discussion, conclusion, and recommendations are all presented in the paper.

II. Literature Review

Leadership in Healthcare Contexts

According to Northouse, 2019, leadership impacts an organization's climate, decision-making, and effectiveness. In a healthcare context, it affects patient outcomes, staff coordination, and resource use.

Transformational Leadership

Transformational leadership is based on vision, inspiration, intellectual stimulation, and individualised consideration. It has been associated in various studies with greater staff commitment, innovation, and improved patient outcomes (Bass & Avolio, 1994).

Transactional Leadership

Transactional leaders provide stability in organizations through structure, rules, and reward systems. They are effective in performing routine operations but less powerful in driving innovation or increasing intrinsic motivation.

Servant Leadership

Servant leadership focuses on empathy, stewardship, and putting the needs of followers first. This theory has found favour lately in public sector and humanitarian contexts for its potential to help engender trust and teamwork.

Leadership and Service Delivery in Africa

The research conducted in African contexts reveals that leadership directly impacts responsiveness, patient satisfaction, and community trust. Yet, the literature has little focus on aviation-based health organisations.

III. Conceptual / Theoretical Framework

The study is based on the transformational leadership theory, transactional leadership theory, and servant leadership theory. Through the conceptual framework, assumptions include:

Leadership Style → Employee Behaviour → Operational Processes → Service Delivery Outcome

Where:

- Transformational leadership enhances motivation and innovation.
- Servant leadership enhances teamwork and ethical behaviour.
- Transactional leadership supports compliance and stability.

Service delivery outcomes include responsiveness, patient satisfaction, teamwork, and operational efficiency.

IV. Methodology

Research Design

A mixed-methods design was employed, combining quantitative and qualitative approaches to develop a comprehensive understanding of leadership dynamics at ZFDS.

Study Population and Sample

The target population was 100 employees of ZFDS.

- 50 employees took part in this survey using purposive and stratified sampling.
- 10 key informants were interviewed, including managers and supervisors.

Data Collection Instruments

- Structured questionnaire (5-point Likert scale)
- Key informant interviews
- Review of documents: internal performance reports, operational statistics

Reliability Testing

Cronbach alpha coefficients:

- Transformational Leadership = 0.821
- Transactional Leadership: 0.803

- Servant Leadership = 0.780

- Service Delivery = 0.853

All above 0.70 → high reliability.

Data Analysis

SPSS: Descriptive statistics, correlation, ANOVA, regression

Qualitative: Thematic analysis (coding and categorization)

Triangulation: Document analysis confirmed survey and interview data

Ethical Considerations

- Informed consent obtained
- Confidentiality assured
- Ethical approval sought through UNZA protocols
- Voluntary participation maintained

V. Findings / Results

Descriptive Statistics

Respondents rated leadership practices positively:

- Transformational Leadership: **Mean = 4.28**
- Transactional Leadership: **Mean = 4.10**
- Servant Leadership: **Mean = 4.34**
- Service Delivery: **Mean = 4.09**

This indicates strong perceived leadership presence.

Correlation Analysis

Variables	Transformational	Transactional	Servant	Service Delivery
Transformational	1	.543	.656	.629
Transactional	.543	1	.518	.670
Servant	.656	.518	1	.633

All leadership styles show strong positive correlations with service delivery (0.629–0.670).

ANOVA Results

The model is statistically significant:

- **F = 5.264**
- **p = 0.003**

This means leadership styles collectively influence service delivery.

Regression Analysis

Predictor	Beta	Sig.
Transformational Leadership	0.358	0.035
Transactional Leadership	0.317	0.144
Servant Leadership	0.376	0.006

Interpretation:

- Servant leadership has the strongest significant effect.
- Transformational leadership is also significant.
- Transactional leadership is positive but not significant.

VI. Discussion

Transformational Leadership

This significant positive influence also supports the global literature on how transformational leadership strengthens motivation, innovation, and commitment among staff (Bass, 1999).

Servant Leadership

Servant leadership showed the strongest effect. In a context like ZFDS, where there is much emphasis on compassion, trust, and teamwork, servant leadership enhances ethical behaviour, cohesion, and patient-centered services.

Transactional Leadership

Although associated with improved structure, the non-significant effect of this variable suggests that ZFDS requires leaders who can inspire, empower, and support staff beyond compliance in dynamic field conditions.

Overall Interpretation

Adaptive, relational, and empowering leadership styles benefit most mobile health institutions. Leadership promotes responsiveness, operational coordination, staff morale, and community trust.

VII. Practical Implications

The study provides actionable insights:

- Leadership development programs should focus on transformational and servant leadership.
- Mentorship and coaching can help cement trust and improve communication.
- Decentralization provides responsiveness in far-flung operations.
- Performance management should include leadership behavioural indicators.
- It enhances coordination in aviation-based missions through the strengthening of communication channels.

VIII. Conclusion

This study proved that leadership styles create a significant difference in service delivery and operational efficiency at the Zambia Flying Doctor Service: while transformational and servant types of leadership bear the strongest positive impact, the transactional type plays only a limited supporting role. In this light, strengthening leadership capabilities is crucial for improving patient outcomes in remote and underserved communities.

Limitations

- Single-case design
- Restricted sample size
- Cross-sectional approach limits causal inference

Recommendations for Future Research

- Conducting comparative research amongst several mobile health institutions
- Use longitudinal designs
- Review digital tools to support leadership communication in remote health

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