

UNIVERSITY OF EDUCATION, WINNEBA

**AN ASSESSMENT OF LEADERSHIP STYLES ON ORGANIZATIONAL
PERFORMANCE: A CASE STUDY OF THE NATIONAL BOARD FOR
SMALL SCALE INDUSTRIES, ACCRA**



**A dissertation in the Department of Management Sciences,
School of Business, submitted to the School of
Graduate Studies, in partial fulfilment
of the requirements for award of the degree of
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(Human Resource Management)
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DECLARATION

Student's Declaration

I, Joris Ocran, hereby declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and that it has not been submitted, either in part or whole, for another degree elsewhere.

Signature

Date

Supervisor's Declaration

I certify that, the preparation and presentation of this thesis was supervised in accordance with the guidelines on supervision of thesis as laid down by the School of Graduate Studies, University of Education, Winneba.

Alhassan Salifu Bawah

Signature

Date



DEDICATION

To my friends and family, Prince Osei-Wusu, and staff of the Ghana Enterprise Agency and Apam Business Advisory Centre for their immeasurable support and contribution to my postgraduate studies.



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DEFINITION OF TERMS

NBSSI: National Board for Small Scale Industries

GEA: Ghana Enterprise Agency

MSMEs: Micro, Small and Medium Enterprises

Behaviour: refers to the way in which one acts or conduct him/herself towards others

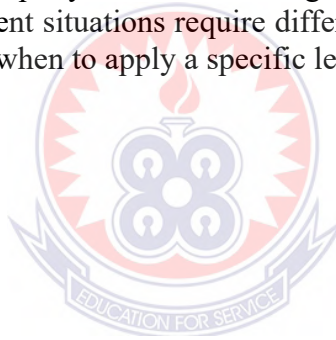
Manager: refers to a person responsible for controlling or administering an organization.

Leader: refers to person who influences a group of people towards the achievement of a goal.



ABSTRACT

The objective of the study was to assess the effect of leadership styles on the performance of employees at the National Board for Small Scale Industries, (now Ghana Enterprise Agency). The main objective was to ascertain the effect of leadership styles on the performance of the organization. The specific objectives that guided the study were: to establish the existing leadership style, the relationship between the leadership style and job performance, and to examine the effect of the leadership styles on employee performance at the Ghana Enterprise Agency. The study adopted a cross-section descriptive survey design where self-administered questionnaires were used to collect primary data through an internet-mediated questionnaire. The study used descriptive statistics and deductive approach in its interpretation of the findings. The study showed that all three (3) leadership styles (autocratic, democratic and laissez-faire) exist in the administration of the Ghana Enterprise Agency. However, the study showed that democratic or transformational leadership is the most common style at the agency, followed by transactional or autocratic leadership style and, laissez-faire leadership style. Overall scores showed that democratic leadership style has a strong effect on the performance of employees. The results suggest that superiors in organizations need to practice more of transformational leadership style in their dealings and adopt autocratic style where the need arises, as different situations require different leadership styles. Supervisors are encouraged to know when to apply a specific leadership style in a given situation.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Every organisation is continuously affected by major macro and micro environmental factors (Wong-McDonald & Gorsuch, 2004). Some of these environmental factors include the SLEPT factors (socio-cultural, legal, environmental, political, and technological factors); competition within the industry; employee competence; and many others. The success of every organization depends on how leadership is able to deconstruct the environment to ascertain the best direction for the organisation. This has placed huge pressure on present day managers or leaders and posed a number of challenges. Effective leadership is crucial in implementing decisions successfully to influence behaviour, change the course of action and overcome resistance. Leaders ensure that things are done in a timely and effective way. Good leadership makes profit-making businesses and non-profit making organizations, successful, by implementing different leadership styles to match different situations in the organization.

Leadership is the process by which a manager can direct, guide and influence the work and behaviour of subordinates towards the accomplishment of specific goals in a given situation. Keith Davis (2015) defines leadership as the ability to persuade others to seek defined objectives enthusiastically. While leaders set the direction, management skills is required to guide subordinates to the right destination in a smooth and efficient way. Management of an organisation is defined as the execution of the tasks and operations within plans and reaching the set objectives; whereas managers are defined as the persons responsible for controlling or administering an

organisation or a group of staff. The functions of managers include exploring how workers can improve performance and how to involve employees in a participatory approach to achieve organisational objectives (Hendricks & Payne 2007). Arikan, (2003) indicated that it is not possible to claim that all managers have the same leadership style. Managers of this generation must possess the right personality traits, leadership style, knowledge, competence and strategies that will aid them in their management activities within the organization in order to achieve high productivity and survive in the ever-changing and highly competitive business environment. Different leadership styles exist to match different situations in the organization and each style works best only if the leader has a vision of what can be achieved and communicate it and evolve strategies to realize the vision (Reddins, 1990).

Bernard (1950) and Drucker (1993) asserted that leadership style within an organization must result in at least the production of goods and services that are technically viable and the development of the workplace culture that upholds respect for employees and their rights. Failure on the part of leadership in exhibiting the imperative competences often leads to disarray and inefficient employee performance. Draft (1997) defines organisational performance as the ability of an organisation to convert its resources in an effective and efficient way to attain organisational objectives. The performance of every organization is adjudged on the performance of employees. Hence, factors that promote employee performance should be of keen interest to every organization. Answers to questions such as how employees can be engaged in decision making, the leadership style of managers and the organizational citizenship should be taken into account.

The level of uncertainty and challenges in the business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership style exhibited by managers who are expected to influence others in achieving organizational goals and also boost employee's performance. The success or failure of an organization depends largely on the effectiveness of leadership as it is a critical factor for improving organizational performance. Examining the different types of leadership styles of managers has been a focus of interest by researchers in the recent years (Arici, 2002).

The National Board for Small Scale Industries (NBSSI) is a State agency under the Ministry of Trade and Industries, Ghana. Reduction of unemployment rate as well as helping small businesses grow to boost the economy of Ghana has been the core objective of the National Board for Small Scale Industries (NBSSI). The NBSSI has over the years been supporting Micro, Small and Medium Enterprises (MSMEs) to accelerate the growth of their businesses. Recently, a Bill was passed by the Parliament of Ghana to convert the NBSSI into an agency of government known as the Ghana Enterprise Agency (GEA). This was done to provide an appropriate institutional and legal framework for coordination of programmes and projects for the development of enterprises in Ghana.

1.2 Statement of the Problem

Every organization is interested in adopting management trends that yield high employee performance and which translates into high productivity within the organization. Employee performance includes executing defined duties, meeting deadlines, effectiveness and efficiency in carrying out work, and the level of

competence exhibited by the employee. Most organizations require strong leadership styles that prioritize and ensure employee performance. To achieve productivity, organizations should endeavour to produce at low cost and still achieve optimum output as well as quality. Bundura (2000) asserted that the success of an employee in an organization is contingent on the essential skills possessed by the employee. However, most employees are willing but they need guidance to have a better understanding of the visions and goals of the organization.

The best or effective leadership style is one that produces desirable results for individual workers and the organization as a whole. It is perceived that employees in the civil service exhibit poor attitude towards work, thereby affecting the quality of their work. Employees' poor attitude to work could be attributed to poor leadership style. The NBSSI has been seen as one government agency that has supported and given hope to businesses in the country since the influx of COVID 19 pandemic in Ghana. The entity is seen to be doing very well over the years in executing its mandate. For NBSSI to achieve its goals, a good leadership style is expected to make facilitation smooth and sound. This means that leaders are involved with employees in the achievement of goals as suggested by Richard et al in 2010. This is an area of concern for other government agencies who may be underperforming and this motivated the researcher to carry out a study on the subject matter. Therefore, this study seeks to investigate the leadership styles (autocratic, democratic and liaises faire) that exist in the National Board for Small Scale Industries and how it affects the employee's job performance.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to ascertain the effect of leadership style on the performance of an organization.

1.3.2 Specific Objectives

The research is guided by these objectives to test the effect of leadership style on employee performance:

1. To identify the current leadership style that exist at the NBSSI;
2. To establish the relationship between leadership style and the performance of employees; and
3. To evaluate the effect of leadership style on employee performance at the NBSSI/GEA.

1.4 Research Questions

1. What type of leadership style exists at the NBSSI/GEA?
2. What is the relationship between the leadership style and employee performance?
3. What effect does the leadership style have on the performance of employees?

1.5 Significance of the Study

NBSSI is an implementing agency for the Ministry of Trade and Industries, Ghana, and was established by an Act of Parliament to help grow small businesses in the country. The findings from the study will be of great significant to the NBSSI by way of providing improved methods that will facilitate the implementation of the current policy of the Micro, Small and Medium Enterprises (MSMEs), known as the MSMEs

Policy Document. This study is of national interest to the government and will aid in ensuring growth and changes in the Ministry of Trade and Industries.

The findings from the study will not be of help to only the NBSSI, but also to other organizations as it provides a better understanding of the concept that could be used to develop strategies, plans and designs that will strategically position them in the highly competitive, diverse and complex business environment.

The research will also be helpful to other researchers who may be focusing on the concept of leadership styles and good management behaviour. The study findings will also contribute to the existing body of knowledge in the subject area.

1.6 Scope of the Study

The study will focus on exploring the concept of management; leadership styles; performance management; employee performance; organizational performance; the conceptual framework; and empirical studies on management and performance. For the purposes of this study, the National Board for Small Scale Industries (NBSSI) Head Office in Accra, will serve as the case study.

1.7 Limitations of the Study

The limitation to this study is the unavailability of certain information necessary for the study due to the confidentiality of information that is not for public use. There is a possibility of demonstrating bias in interpreting responses (Easterby-Smith et al. 2008).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter seeks to provide relevant literature in the field of leadership styles or managerial behaviour and review the theoretical framework on management and performance. This will assist in the formulation of the essential research design and methodology.

2.1 Concept of Leadership

Leadership has become a concept of focus for many researchers within scientific principles since the 1930s. Several studies have been done on the concept of leadership and these studies put forth different theories and approaches to leadership. In those theories, the quest to find answer to the definition and qualities of a leader was of essence. Since 1950, there have been numerous definitions for what a leader and leadership are and the qualities that a leader must possess. According to Draft (1999), leadership is the ability to set an objective and target and then set people in motion to reach the defined aims and targets. Leadership is the ability of a manager to influence subordinates to work with confidence and zeal towards achieving a specified goal. Akanni (1987) describes leadership as the process of influencing the actions and attitudes of followers to achieve certain results. Adatr (2002) defines leadership as the ability to persuade others to seek defined objectives enthusiastically. He believes that it is a human factor which binds a group together and to improve their performance and to direct them towards goals. Stogdill (1989) believes that leadership is both a process and a property. A process because leadership involves the use of non-coercive influence and a property because it specifies the set of

characteristics attributed to someone who is perceived to use influence successfully. Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. Koudri (1999) was of the view that leadership has to do with dealing and coping with change, focusing on the long-term, and concentrating on people and their values. According to Adair (2002), Leadership is the ability to persuade others to strive to attain defined objectives ardently.

From the above definition of leadership by several scholars, it is clear that although there may be differences, there is a specific component that is central to majority of the definitions. That component is “influence”. Influence here means the ability of the leader to achieve more in association with others rather than strict adherence formal components of the organization. Rowe (2007) posits that influence deals with getting people to do what you want them to do, and by that, providing the means to achieve the set goals. The success of the organizational performance is dependent on one’s commitment to integrity, transparency and service to the organization and the community within which it operates. Stoner and Freeman (1992) believes that a leader who has no commitment to integrity, transparency and service could be said to have ignored the morale component of his position and may be regarded as a wicked person with no principles. Leadership plays a major role in uplifting any human society and holding down the wheel of progress of an organization.

2.2 Theoretical Review

Leadership theories are the concepts or framework or explanations of how and why certain people become leaders. For a long time, theorists have been researching the most suitable forms of leadership traits and behaviour for different work settings. Research has shown that traits such as strong ethics and high moral standards, high

self-organizational skills, ability to nurture growth in employees and being able to foster connections and belonging are critical to leaders around the globe. The theories help explain how leaders are able to develop or equip themselves with these traits. Leadership should be elevating and inspiring such that, the perspective of a follower can be shifted to wanting to become a leader too. Different leadership theories seek to create stronger and more effective leadership, thus, encouraging followers to work in line with the former's vision.

Some common leadership theories developed include; Management theory, Behavioral theory, Great Man theory, Participative theory, Power theory, Relationship theory and contingency theory.

2.2.1 Management / Transactional Leadership Theory

The management theory is often referred to as transactional leadership, and focuses on supervision, organization and group performance. Transactional leadership theory states that leadership involves motivating and directing followers primarily through appealing to their own self-interest (Weber, 1948). This theory holds the view that the power of transactional leaders comes from their formal authority and responsibility in the organization and leadership believes in motivating through a system of rewards and punishment. Thus, employees are rewarded for doing something successful and are punished when they fail. This suggests that people only do things for the reward and not just out of goodness. A typical example is, some leaders offer cash bonuses to employees who are effective in their performance of duties, and some leaders punish employees who underperform in the organization. Transactional leadership is effective in guiding efficient decisions which are aimed at reducing costs and improving productivity. This theory assumes that subordinates can be motivated by a

simple reward system, and the only transaction between the leader and the subordinate is the money received for compliance and efforts made. However, there are some criticisms surrounding this leadership theory as many believe that punishment decreases the morale in the organization and might negatively affect employee performance.

2.2.2 Behavioural Theory

The behavioral theory is often called the style theory. This theory looks at the personal behavioral pattern of leaders required to encourage high levels of performance and commitment to attaining organizational goals. Behavioral theorists believe that a better understanding of human behaviour at work, such as motivation, conflict, expectations, and group dynamics, improve productivity. This theory suggests that leaders are not born successful but can be made. Thus, anybody can become an effective leader if he/she can learn and implement certain behavior. Behavioral leadership theory focuses largely on the actions of the leader rather than qualities. This theory suggest that leaders can be categorized based on their pattern of behaviour and this include: task-oriented leaders, people-oriented leaders, status-quo leaders, dictatorial leaders and many more. This theory suggests that leaders can learn and decide what actions they want to implement to become the kind of leader they want to be. For instance, if there is a deficiency with a task, a task-oriented leader will examine the process to see if something needs to be adjusted to aid free flow of work, but a people-oriented leader will engage the individual to ascertain what the issue is. The behavioral leadership theory helps leaders to be aware of their behaviour and how it affects productivity and morale of the team and also focus on their actions and decisions to become great leaders. Some scholars criticize this theory as it does not directly suggest how to behave in certain circumstances.

Mary Parker Follet (1924) contributed greatly to the behavioral management theory. Parker Follet was an influential leader and relayed how important it was for management to consider the various ways by which employees are involved and partake in meaningful contributions in the organization. She was of the view that the most essential work of a leader is to create more leaders. Parker Follet believed that workers at all levels should be integrated to achieve organizational goals. This helps to train great leaders for the future.

2.2.3 Great Man Theory

The great man theory of leadership is mostly referred to as the trait theory. This theory suggests that good leaders are born and not made and they possess certain traits which are inherited. According to Thomas Carlyle in the mid-1800s, a leader is the one gifted with unique qualities that capture the imagination of the masses. The great man theory posits that some people are born with the necessary attributes that set them apart from others and these traits are responsible for their assuming positions of power and authority. It is believed that leaders deserve to be in their positions because of their special innate traits. Theorists suggest that all leaders share a common characteristic or trait, regardless of when and where they lived or the role they fulfilled in history. The Great Man theory focuses on identifying different personality traits and characteristics that are connected to successful leadership. A typical example is, great leaders tend to be good communicators. A leader with an extrovert traits tend to do well as objectives and strategies are well communicated to subordinates to enhance their performance.

2.2.4 Participatory Theory

The participative leadership theory often referred to as democratic leadership theory suggests that employees are directly involved in the decision making process of the organization. With this, leaders simply facilitate discussions and then take all opinions and suggestions and come up with the best possible action. This theory allows employees to feel more engaged and motivated for being a contributory factor to the decisions and outcomes of the organization. Leaders engage employees on how to solve a particular problem, they encourage employees to be open and honest about their thoughts, all suggestions are taken for further deliberations and then in the latter, the leader makes a decision based on the input from the employees and their own decision making. Although employees tend to appreciate this style, many have criticized this theory as making leaders appear weak or unnecessary. It is also criticized for its shift in focus as this theory is more engaging and it is believed that leaders tend to do what the people want rather than what the company needs.

2.2.5 Contingency Theory

This theory was developed by United States Scholars, Lawrence and Lorsch (1967) and Britain Scholars, Burns and Stalker (1961). They argued that there is no best fit method to organize, and that organizational structures and control systems chosen by leaders are contingent on variations in the external environment in which the organization is situated. It is often referred to as Situational leadership theory. This theory assumes that a leader's effectiveness is directly determined by the situational context while the leader's personality is a small factor in their success. Changes in the organizational environment are significant and can influence how an organization accesses resources in the external environment. Environmental changes include; changes in technology, socio-cultural changes, political changes, ecological changes,

legal changes and economic changes. Rapid changes in the organization's environment will require managers to discover methods that effectively combine employees in various departments to enable the organization react promptly to the environment.

The contingency theory identifies three variables that are likely to influence an organization's structure: the size of the organization, the technology employed, and the style of leadership. For the purpose of the study, the style of leadership was discussed. Fred Fiedler is a theorist who proposed that the traits of a leader were directly related to how effectively he led. According to Fiedler's theory, there is a set of leadership traits handy for every kind of situation. It means that a leader must be flexible enough to adapt to the changes of the environment. The Contingency theory can be summed up as follows:

- There is no one specific technique of managing an organization
- The leader should be quick to identify the particular management style that suits a particular situation.
- The primary component of Fiedler's contingency theory is LPC - least preferred co-worker scale. LPC is used to assess how well oriented a manager is.

2.3 Leadership Style

Leadership is seen as a process whereby an individual influences a group of people to achieve a common goal (Blake & McCause, 1991). Leadership means to deal and cope with change, taking up risk that yield profitable results and concentrating on people and their values while focusing on the long-term goals. Leadership style deals with the general way a leader behaves towards his/her subordinates in order to

achieve goals and objectives (Mawoli, 2013). Blake and Mouton (2005) suggest that the extent to which a manager delegates authority, the modes of power he puts into effect and the kind of concern for human relationships or task orientation all tend to reflect the manager's leadership style. It is worth noting that every organization is a unique combination of individuals, task and objectives. Different organizations and situations call for different leadership style (Stogdill, 1989). Lamb and McKee (2004) argued that the leadership style to be adopted should be the one that most effectively aids in achieving the objectives of the organization while balancing the interests of its employees. Daniel (2002) categorized leadership styles on a scale ranging from autocratic through democratic to laissez-faire to show the degree of authority and decision making powers of leaders.

- **Autocratic leadership style:** a leader who believes in the command approach or usually tells his/her employees what to do and how he/she wants it done or accomplished is seen to be using the autocratic style. Fubara (1985) purports that an autocratic leader commands and expects compliance. Leaders who adopt this style do not give room for suggestions and initiatives from subordinates. The authoritarian leader has enough power to impose his/her will on subordinates and will not hesitate to do so if necessary. In an emergency where there is little time to converge on an agreement and where the leader has significantly more expertise, an autocratic leadership style is most effective. This theory assumes that the leader has all the information to solve the problem, there is limited time and employees are well motivated. This leadership style permits quick decision making and gives the organization a clear sense of direction as only one person decides for the organization. It is valuable when the organization faces a challenge that needs urgent response to solve the problem. Stogdill (1989) observed that all decision making

powers are centralized in the leader, just like dictators and the inputs of subordinates are ignored or under-valued. However, some leaders tend to abuse the power bestowed on them as authoritarian and undermine the values of subordinates.

- **Democratic leadership style:** a leader who involves his subordinates in the decision making process is regarded as a democratic leader. Skouzes and Posner (1987) describes a democratic leader as the one who includes one or more employees in the decision making process. Evidence from existing literature shows that a democratic leader gives instructions after consulting subordinates on a proposed course of action and encourages participation from them. This affirms the assumption that a leader can win the cooperation of employees within the organization and can motivate them effectively and positively. Bernard (1990) argued that using this style of leadership does not make one a weak leader, but rather, a sign of strength that employees will respect. This approach works effectively in situations where the leader has part of the information necessary to solving a problem and the employees also have the other part of information. This leadership style allows for a better decision to be made and also serve as a form of motivation to employees as they form part of the decision making process. However, it is worth noting that the final decision making authority lies with the leader.
- **Laissez-faire leadership style:** a leader who allows maximum freedom to subordinates to decide their own policies and methods is said to adopt the laissez-faire leadership style. It is also known as free-rein leader as he/she does not lead, but leaves the subordinates entirely to themselves (Mintzberg, 1983). This style is mostly used when the leader has trust in the employee to be able to analyse situations and determine what needs to be done and how to do it (Blake & McCause, 1991). Although the leader allows subordinates to make decisions on their own, he is still

responsible for the decisions that are made. Arthur (1988) argued that this leadership style should only be used when the leader fully trusts and has confidence in the people below him/her.

That notwithstanding, several scholars categorise leadership style under two (2) main forms namely; transactional and transformational leadership. Transactional leadership was first described by Max Weber in 1947 as it focused on the basic management process of controlling, organizing and short-term planning. Transactional leadership deals with motivating and directing subordinates primarily through appealing to their own self-interest. A transactional leader believes in motivating through a system of rewards and punishment. Thus, if an employee does what is desired, a reward will follow and if the opposite occurs, a punishment will follow. Under this leadership style, subordinates are expected to obey the instructions of the leader whose power comes from his/her formal authority and responsibility in the organization. This style is similar to the autocratic style or the “I tell” philosophy. This style assumes that employees are motivated by rewards and punishment and also have to be closely monitored and controlled to get work done effectively. These kinds of leaders are very particular about short-term goals and standard rules and procedures, and tend not to reward or sometimes ignore ideas that do not fit with existing plans and goals. Transactional leaders are highly directive and action oriented and their relationship with subordinates are transient and not usually based on emotional bonds. The only transaction between the leader and subordinates is the reward the subordinate receives for their compliance and efforts. Mawoli (2013) suggests that transactional leadership occurs when a leader exchanges something of economic, political, or psychological value with a follower for a job done. The transactional leader engages the

subordinates in an agreement that specifies the expected performance of the subordinate and the consequences for meeting those expectations.

Transformational leadership deals with motivating individual employees to come up with innovative ideas in the execution of their duties to effect changes positively and create an environment that supports learning and employee development (Glynn, 1996). A transformational leader is dynamic in his approach to management and sets up consistent understanding that highly affects the behaviours and attitudes of subordinates which will in tend reflect on the success of the organization as a whole. Zhu *et al.* (2005) asserts that transformational leadership shows positive relationship with job performance, perception and attitude of the leader. In simple terms, transformational leadership deals is where the leader works with subordinates to identify the needed change, align the change with the organizational vision through inspiration, and execute the change collectively with committed employees. It is seen that transformational leaders help followers grow and develop in leaders by responding to their needs and empowering them by aligning the goals and objectives of the leader, employees and the organization as a whole. Research evidence has shown that groups led by transformational leaders have higher levels of performance and satisfaction (Riggio, 2009). This is because transformational leaders believe that their followers can do their best, thereby, inspiring and empowering them to do exploit. Bass (1985) posits that skilled transformational leaders have the ability to support and educate employees while challenging them to do exert more effort in performing their duties to promote job aims and goals.

Kotter (1990) suggest that transformational leaders have inspirational motivation and intellectual stimulation, where inspirational motivation means the degree to which

leaders enunciate an appealing vision that challenges followers to do more and behave in ways that motivate them; and intellectual stimulation has to do with the degree to which leaders incite followers' effort to be innovative and creative in finding solutions to new problem as they evolve. Transactional leaders are quite effective in guiding efficient decisions which are aimed at cutting costs and improving productivity. It is seen that transactional leaders are responsive as they normally work within organizational culture, while transformational leaders are proactive as they work to change organizational culture by implementing new ideas to solve a problem. Although transactional and transformational leadership are two different leadership behaviours, they both serve the same purpose to engage subordinates in their work and improve job performance.

2.3 Management and Leadership

Management is defined as the execution of tasks and operations within plans and achieving the set objectives whereas leadership is defined as the art of motivating a group of people to act towards achieving a common goal. Follet (1924), who is considered the mother of management, outlined that management was the “art of getting things done through people”. This intimates that managers do not necessarily have to perform the work themselves but create an enabling environment for subordinates to perform the organizational task. Management is defined as the execution of the tasks and operations within plans and reaching the set objectives whereas managers are defined as the ones performing the necessary aligned for the set objectives and plans (Hakan Koc, 2011). Though leading is a managerial task, distinctions are oftentimes made to distinguish managers and leaders. Managers are defined as members of an organization who perform the necessary actions aligned for the set objectives and plans. A leader is the one who can influence the behaviour of

people to follow right or wrong deeds and is able to transform their ideas and will into his/her own (Garih, 2000). Leaders are concerned with motivating and inspiring their followers with the objective of producing commitment to their vision (Kotter, 1990). Several scholars have identified various differences between management and leadership. Differences identified by John Kotter, Abraham Zaleznik and Burt Nanus include;

- **Their nature:** leadership is subjective whereas management is objective. Thus, leaders focus on creating a positive change in an organization while managers focus on ensuring that stability prevails in the entity.
- **The centre of interest:** leadership is more of a visionary whilst management is practiced actually. Thus, leaders know where they stand, where they want to go and how to involve the team in the right direction towards the set targets. Whilst managers break down strategic visions down into a roadmap for their team to follow.
- **Their duration:** leaders think of the long term and design structures to meet future occurrence whilst managers think of the short term policies.
- **The extent of proficiency:** leadership extends to the entire organization whilst management is performed by the top levels of the organization. Leaders set a direction for the entire organization while managers set tasks to be accomplished by subordinates.

Influence and inspiration is what separates leaders from managers not necessarily power and control. Not all managers may have the character of a leader but managers who are effective are the ones to exhibit the qualities of leaders in the long term (Arikan, 2003). However, whilst distinctions are made between managers and leaders,

it is preferred that managers should have the qualities of leadership in this modern management techniques. Good management skills are required for the successful implementation of a leader's vision. It could be held that managers with the qualities of a leader might be more successful in terms of the efficiency of the management process. However, most scholars are of the viewpoint that organizational success can only be achieved through effective implementation of plans (Lurenburg, Thompson and Pagani, 2010). Also, the combination of effective management and leadership is required for optimal success to be achieved in an organization (Kotterman 2006). In this current ever-changing environment, a good leader who can challenge the status quo and encourage and influence members of the organization is required. Managers are also needed to help develop and maintain a smooth operating workplace. Drucker (1954) noted that another specific task of a manager is to assess the effect of the external environment on operations. Drucker pointed out five major tasks every manager must perform; plan, organize, communicate, motivate, appraise and develop. Mintzberg (1975) was of the view that the work of a manager is made up of disintegration, specificity, communication, and reactivity. He further summarized the managerial roles identified by Drucker into the decision-making role, the informational role and the interpersonal role. The decision-making role explains that the manager appropriates resources, resolves unexpected problems, acts as an entrepreneur and negotiates. The informational role of a manager has to do with the manager acting as a supervisor, communicator and a representative. Finally, the interpersonal role the manager deals with the relationship that a manager has with his subordinates. Managers have to act as figureheads because of their formal authority and position in the organization.

Davis (1951) explained that management was a function of executive leadership. Executive leadership is basically termed as “Managerial leadership”, a term generated during the management development programmes held by the American Management Association in the 1970s in USA (Cribbin 1978). The whole concept was that managerial leaders were persons positioned in an organization where they are mandated and supposed to manage and lead. This explains the fact that Gardener (2006) explained that every moment he chanced on an outstanding manager, the manager emerged as possessing excellent leadership skills. This led renowned business executive practitioners to assertively disagree with the difference between a leader and a manager - leaders affect commitment and managers literally carry out the responsibilities of their job and exert authority. The top level management of an organization combines managing routine processes with leading and inspiring initiatives, making managerial leadership capture the contradicting roles assumed by organizational actors in their attempt to stimulate innovation whilst maintaining existing operations in organizations. Organizational actors who adopt this role achieve success because human beings have the capacity of getting involved in a broad order of varied behaviors (Bedian and Hunt, 2006).

2.4 The Concept of Job Performance

Job performance is an essential part of an organization as it describes the contribution of employees towards the overall success of the organization. The sequel of the efforts made to reach the set objectives and targets in the organization determines the performance. Bayram (2006) defines performance as the extent to which a task is achieved. Job performance is defined as the total expected value of the actions and inactions of employees to the organization over a specified period of time. Performance refers to the behavior of employees that can make a difference to

organizational goal accomplishment. Job performance is defined as the behavior that is expected to contribute to organizational success (Ivancevich et al. 2007). Aadaeze (2003) posits that job performance is ultimately an individual inference with environmental factors affecting performance primarily through their effect on the individual's ability and motivation. The performance domain embraces behaviors that might have positive effects and behaviors that might have negative effect on the organizational goal accomplishment. From the definitions above, it is worth noting that performance is the end result of the behavior exhibited and its expected value to the organization. Behavior refers to what people do or how they go about executing a task or job and result is the actual job output or outcome. Therefore, performance is the expected results or organizational value of what people do. Literally, job performance relates to how employees perform on their job duties. In addition to training and natural ability, job performance is affected by several factors in the working environment which includes employee motivation, stress levels and extended working hours.

Poor working conditions can compromise the employees' input and then adversely affect their job performance of an organization. In order for an organization to perform, individuals must strive for the collective accomplishment of organizational goals. This means that application of appropriate leadership styles as situation demands ensures greater participation of the entire workforce and can have influence on both the individual and organizational performance. A well designed work environment, low stress and a supportive leader can greatly increase job performance. The type of leadership style employed can either make it easier or more difficult for subordinates to carry out actions that have the potential to contribute to or detract from organizational effectiveness by directly interfering with or facilitating behavioral

responses. Job performance reflects many important aspects that depend on organizational growth, expansion and production.

2.5 Factors of Job Performance

Job performance is a key indicator to measure the performance of an organization (West, 2004). There are several performance indicators which include financial performance, marketing performance, human resource performance and many others, all of which make up the general performance of an organization. Motowidlo (2003) argued that performance is usually measured in financial terms and sometimes, consideration is given to task related aspects and behavior which affects performance of an organization. Organizational performance is the total performance of the entire system and Col (2008) believes that the most important thing is the individual performance since the organization can do best based on the performance of all employees. Chandra (1998) defines employee performance as the total effort of an individual to reach the objectives and targets set by the organization. Johari and Yahya (2009) posits that in order to improve employee performance, there is the need to identify how supportive the current organizational structure is and also improve job features to aid employee encouragement to perform at their highest possible outcome. The level of performance depends largely on the personality, cognitive abilities, beliefs and value of the individual (Koc, 2011). Every individual has some expectations before entering into a job and when these expectations are met, the level of motivation, job satisfaction and morale increases, and this reflects on his/her effort (Uygur, 2007).

2.6 Relationship between Leadership Style and Employee Performance

Leadership affects a wider range of work behaviour, including employees' motivation, self-efficacy, creativity and coping with stress. Leadership can determine crucial work-related outcomes such as task performance. Welverton (1990) outlined the role of the leader to take all the key decisions that could help directly in executing tasks and reaching set goals and targets, and also be responsible for every decision taken. The performance of a leader can be evaluated on the basis of efficiency in his functional performance and effectiveness in his/her goal attainment, task completion and how proficient he/she is in resource allocation. An effective leader has the responsibility to share the knowledge to guide and lead employees for better performance and make them almost indispensable in maintaining quality. According to Barrow (1976), leadership behaviour and flexibility seem casual determinants of job performance. Leadership styles are the key determinants of an organization's effectiveness and performance (Howell & Avolio, 1991). Several researchers believe that leadership has an effect on performance as leaders play an important role in motivating employees to increase job performance. In most organizations, there are leaders whose behaviour and personality traits influence others to perform their legitimate duty. Thus, the style of the leader must be one that enables them to achieve the desired goals through proper co-ordination and direction. The leadership style determines what the leader sees and how they respond to situations around them. Lee and Chuang Azhar (2004) concurs that autocratic, democratic and laissez-faire styles of leadership all yield different job performance under different situations. It is necessary for leaders to adopt the leadership style that will bring out the best in their subordinates.

2.7 Empirical Review

This study reviewed various empirical studies that are linked to the variables of the study. Wang, Tsui and Xin (2010) did research on the role of leadership on employees' performance and hence, organizational performance. The objective of the study was to examine the relationship among the leadership styles, the organizational performance and the human resource management strategy. Quantitative research method was adopted by administering questionnaires to a random sample population. The results showed that transformational style of leadership is positively related to organizational performance. The findings also asserted that the development, motivational and transfer of human resource strategy are positively related to the leadership style and both development and motivational strategies are positively related to the organizational performance. The interaction of the leadership style and the human resource management strategy significantly contributes to the organizational performance. This can be true because human resource management includes developing the knowledge and skills of employees and this requires giving employees the space to put to use their innovative and creative ideas to enhance performance. Transformational leadership style allows employees to be creative and innovative in their execution of duties, thereby, increasing productivity of the organization.

With autocratic style of leadership, the leader is the sole determinant of what is done within an organization (Dolly, 2018). Autocratic leadership style can have both positive and negative outcomes on employee performance and it is important to know when it is appropriate to use this style of leadership. A study by Adeyemi (2010) on the performance of teachers in Ondo State in Nigeria identified that job performance was better in schools that have principals using autocratic leadership style than in

schools that adopted democratic and laissez-faire leadership styles. A study by Nuhu (2010) revealed that autocratic leadership demonstrated a significant influence on performance of workers in Kampala District Council in Uganda. The study further revealed that though the performance of workers increased, the human values are mostly undermined. However, a study by Mawoli (2013) reveals that autocratic leadership does not exert significant influence on the job performance of health workers in the Federal Medical Center, in Niger State. Thus, autocratic leadership style has a negative influence on employees' commitment to quality of job performance. This suggest that the use of autocratic leadership style by managers at various levels of management yield undesired task and organizational performance and can be detrimental to the long-term survival of public organizations. That notwithstanding, Obiwuru et al (2011) found that autocratic leadership style was more appropriate in inducing job performance in small scale enterprises than democratic, as the enterprise develop, grow and mature. Cole (2000) also asserts that autocratic leadership style works best in situations where change is needed to be fostered, mostly when there is the need to avoid conflicts like strike, application of self-confidence and many others.

An excellent leader does not only inspire subordinates' potential to enhance efficiency, but also meets their needs in the process of achieving organizational goals (Lee & Chuang, 2009). In a knowledge-based economy, employees prefer organizations that gives them the opportunity to be creative and innovative in order to make use of their rare talents and skills (Roussel, 2017). The study identified that one of the principles of organizational effectiveness is team work and sharing of ideas which help to calcify the bond of relationship and increase productivity in the organization. A study by Dolatabadi and Safa (2010) established that democratic

leadership has positive influence on commitment, shared values and employee role clarity. Nuhu (2010) stated that democratic leadership exerts significant influence on employee performance.

Mohammed and Usman (2012) established that laissez-faire leadership style gives more opportunities and less possible guidance to employees in decision making in the organization. This leadership style is most effective when individual team members are experienced, highly skilled, trustworthy, motivated and capable of working on their own. Alan (2013) argues that laissez-faire leadership style can be effective if the leader monitors performance and provide feedback to the team members regularly. This suggests that job satisfaction is increased and if employees feel satisfied on their job, it behoves that such leadership style can improve employee performance. On the other hand, a study by Ronald (2011) found that laissez-faire leadership negatively affects performance as it can lead to anarchy, chaos and inefficiency. In the African context, laissez-faire style is hardly practiced in full due to the interference of politics as employees need to be monitored and the level of personal drive and discipline is challenged (Roussel, 2017).

Nawose and Roussel (2017) conducted a research on the influence of leadership style on employee's performance. The objective of the study was to explore the relationship between the leadership style and organizational performance. The study adopted a mixed method approach and an exploratory survey design. The study showed that there is no perfect leadership style and that it is prudent to adopt the leadership style as the situation demands in order to increase organizational performance. The study further revealed that one leadership style cannot be used on its own if the leader wants to significantly affect organizational performance. This can

be true because different situations that occurs in the organization may require different approaches in resolving the situation concerned. This means that there is the need to adopt different leadership styles in the management process and apply the leadership style that can deal with the situation at any given time.

Mawoli (2013) examined the effects of different leadership styles on the job performance of health workers at the Federal Medical Center, Bida. The research used a stratified random sampling method. The objective of the study was to ascertain the effects of autocratic, democratic and laissez-faire leaderships, on employees' job performance. The results showed that autocratic, democratic and laissez-faire leadership styles were used by different heads of department to produce different job performance. The study revealed that democratic leadership style has a significant effect on performance, while autocratic and laissez-faire leadership styles have less or no significant effect on job performance. This can be true because the democratic leadership style allows subordinates to partake in decision making, thereby encouraging them to give off their best in the execution of their duties as they are able to clearly understand the path of the decision to be implemented.

Iqbal et al (2015) conducted research on the effects of leadership style on employee performance. The objective of the study was to investigate the effects autocratic, democratic and participatory leadership styles have on employee performance in the organization. The study adopted the qualitative research approach. The study revealed that autocratic leadership is useful in the short-term and democratic leadership style in all time horizons. The study further revealed that participatory leadership style is most useful in the long term.

2.8 Summary

This chapter begun with the review of the theories, namely: management/transactional leadership theory; behavioral theory; great man theory; participatory theory; and contingency theory. This chapter provided a discussion on the concept of leadership, having a further look into the styles and the theoretical approach, thus, transformational and transactional approaches. The relation between management and leadership was also analyzed. The concept of job performance, factors involved and the relationship between leadership and employee performance was also examined. This study seeks to bridge the gap that exists in the empirical evidence available on leadership in an organization.



CHAPTER THREE

RESEARCH METHOD

3.0 Introduction

This chapter presents the key research methods used in conducting this research. This chapter highlights the overall scheme, plan or structure used to aid the researcher in answering the research questions posed. The focus of this chapter is on the research design, population of the study, the sample size and sample procedure of the research work. It also throws more light on the procedure and technique used for data collection, processing, measurement and data analysis of the study.

3.1 Research Approach

The research used a qualitative method of data analysis. The qualitative analytical technique used descriptions, observations, opinions, views, narrations and explanations to emphasize some of the principal issues relating to the study. The audio recording and notes written from the interview were transcribed, thus reproduced in a written (word processed) account using the actual words. The non-verbal communication aspect of the respondents was also taken into consideration.

3.2 Research Design

Chandran (2004) described research design as the way data collection and analysis are structured in order to meet the research objectives through empirical evidence. The study is based on an in-depth assessment of leadership styles on the performance of the National Board for Small Scale Industries (NBSSI). The study adopted a descriptive survey design to depict the accurate profile of the situation. Descriptive survey design is a process of collecting data in order to answer questions regarding the current status of the subjects in the study (Mugenda & Muganda, 2003).

According to Obeng (2004), descriptive survey is a study which sets out purely to describe some phenomenon or to describe its attributes, characteristics or function(s) in detail. This research design is helpful in obtaining information regarding the current status of the phenomena to describe what exists in an organization. The study used questionnaire as the data collection tool for the assessment of leadership styles on organizational performance. The opinions and experiences of respondents gathered from the questionnaires and interviews, provided the needed data for the study.

3.3 Population of the Study

Population is defined as the entire group of individuals, or items for which a sample may be selected for statistical measurement. According to Mugenda and Mugenda (2003), population refers to an entire group of individuals, events or objects having a common observable characteristic. The population of the study includes employees of Ghana Enterprise Agency, Head Office Accra. There is one (1) executive director, eight (8) management members and twenty-six (26) members of staff.

3.4 Sample Size and Sample Procedure

The research employed a self-selection sampling technique. This sampling technique is useful when working with a very small sample such as in a case study of this nature. Also, due to the restrictions by the government of Ghana on physical contact and social distancing as a result of the global pandemic, thus COVID 19, the research also employed the self-selection sampling technique. This technique is used when a convenient sample is publicised; it allows individuals to identify their desire to take part in the research. This sampling technique is best in this COVID 19 era as nations and individuals are urged to avoid physical contacts and practice social distancing to help stop the spread of the virus. The researcher used a sample of twenty-five

respondents drawn from the population of the study. The sample of respondents were chosen since it represents the permanent employees and also respondents have worked with the agency for some years and are abreast with the leadership style, leading to a reliable assessment of leadership style and performance. The sample used for the study represents the staff members at the Ghana Enterprise Agency Head Office, Accra, who expressed the desire to take part in the research. The research chose this sample as a result of the need to have respondents involved in the day-to-day operations of the Agency at its Head Office.

3.5 Data Collection Instruments

Data for the study was gathered from both primary and secondary sources. Primary data involves information that is collected by the researchers purely for this study. Primary data was gathered by using questionnaire and interview. Questionnaires are any written instruments that present respondents with a series of questions or statements to which they are to react, either by writing out their answers or selecting from among existing answers (Brown 2001). According to Roche and Brannick (1997), a writer puts together and controls the data needed for the survey. The study relied on the use of self-administered questionnaire to collect data. This type of questionnaire is usually completed by respondents and are administered electronically using the internet. This type of questionnaire is known as internet-mediated questionnaire. In the quest to reduce the spread of the corona virus by reducing physical contact with people, the researcher adopted this data collection method.

Secondary research will also be integrated. This is to aid in providing adequate discussion for the readers that will help them understand more about the issue and the different variables that involve with it. On the other hand, sources in secondary

research will include previous research reports, newspaper, magazine and journal content. Existing findings on journals and existing knowledge on books will be used as secondary research. The interpretation will be conducted which can account as qualitative in nature.

3.6 Data Collection Procedures

The researcher obtained the study data from the staff of Ghana Enterprise Agency head office, Accra. The study adopted a close-ended questionnaire that was sent to the target population through their mail in a form of a link to a webpage/google forms that allows them to easily fill out the questionnaires without stress and on timely basis. The data collection lasted for a week in September 2021.

The questionnaire was divided into three (3) parts: Section A, B and C sought for participant information, statements that aims at capturing the perception of respondents on leadership style and employees' assessment of job performance respectively. The questionnaire was sent to the staff of Ghana Enterprise Agency at Accra Head office. Out of the population which the webpage/google forms link was sent to, twenty (20) responded and all filled questionnaires were valid.

3.7 Data Validity

Allen and Yen (1979) defines validity as the extent to which the instrument used measures what it seeks to measure. Content validity deals with the degree to which the instrument used fully assess the area of interest. This exercise was undertaken to ensure maximal validity and reliability of the research instruments. This approach of instruments validity in qualitative inquiry is in tandem with the assertion that there can be no validity without reliability in so far as a demonstration of the former is sufficient to establish the latter (Davies & Dodd, 2002; Patton, 2002; Creswell, 2000;

Healy & Peary, 2000). The questionnaire will be carefully designed and tested with a few members of the population for further improvements. This will be done in order to enhance its validity and accuracy of data to be collected for the study

3.8 Data Analysis

The data used was qualitative, thus there was the need to unify questions in such a way as to find the frequencies and percentages. The closed ended questions were therefore codified - a method of disaggregated data into units - and provided with labels and tables was used to analyze the data. The opened-ended questions were also disaggregated in a way to make answers meaningful. The questions that are close ended offer the respondents the opportunity to choose from answers provided whereas the open-ended questions allow the respondents to give their answers. This technique helps to maintain the focus of the work on its primary objectives. The analysis aims at establishing pertinent propositions in answering the research questions in order to achieve the research objectives and ultimately come out with the relevant conclusions and recommendations. The analysis and interpretation of data collected were mainly interpretative and descriptive in nature which resulted in categorizing the data to identify the problems of the study. The presentation of the results is done by the use of tools such as pie charts and columns graphs. In a study where existing theories are used to formulate the research objectives and questions, there is the need to use theoretical propositions as a means of devising a framework to help in organizing and directing the data analysis, (Yin, 2003).

3.9 Summary

This chapter discussed the key research methods used in conducting the research. It focused on the research design, population of the study, sample size and sample

procedure of the research work, data collection instruments and procedure, data validity and reliability and the data processing and analysis.

Marshall and Rossman (1999), opines that, findings from research that adopts a non-standardized research method are not necessarily intended to be repeatable, since they reflect reality at the time they were collected and the situation is subject to change as time pass by. Researchers who intend to replicate this research using the same research design on the same study area are likely to arrive at different conclusions due to the complexity and dynamism of the circumstances.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents the interpretation of the data collected from the respondents and analysis of the data. The study adopted a descriptive survey design in order to depict the accurate picture of the situation. A close-ended questionnaire was sent to the target population through their mails using Google forms in accordance with the sampling technique deployed for the study. The self-selection sampling technique was used in order to comply with COVID 19 Protocols issued by the government of Ghana. The researcher used Microsoft Office Excel 2016 as a statistical tool and a deductive approach in the data analysis.

4.1 Data Analysis

4.1.1 General Information

This section looks at brief details on the respondents. The questionnaire was sent through mail to the respondents and 20 responses were received from the survey. This gave a response rate of 77%. General ideas which fall into particular themes are presented and analyzed. This serves to give the reader a deeper understanding of leadership style and its implication on employee performance. The data on respondents covers their respective positions held, and highest level of education.

Table 4.1: Portfolio of Respondents

Position	Frequency	Percentage
BDO	15	75
Assistant BAC Head	1	5
BAC Head	4	20
Total	20	100%

Researcher's field survey, 2021.

Table 1 above shows that 20% of the respondents were Business Development Officers (BDO), 5% of the respondents were Assistant BAC Head, and 75% were BAC Heads. This means that a greater percentage of the respondents deal directly with the head office and their input will reflect a true representation of the phenomena that exists at the Ghana Enterprise Agency head office, Accra. This gives a more reliable data as respondents have a direct link with the head office and can attest to the leadership style that is being applied there.

Table 4.2: Educational Qualifications of Respondents

Qualifications	Frequency	Percentage
Diploma	0	0
Degree	11	55
Masters	9	45
Total	20	100%

Researcher's Field Survey, 2021

Educational qualifications of the respondents were quite commendable. The results show that majority of the respondents 11 (55%) were bachelor's degree holders

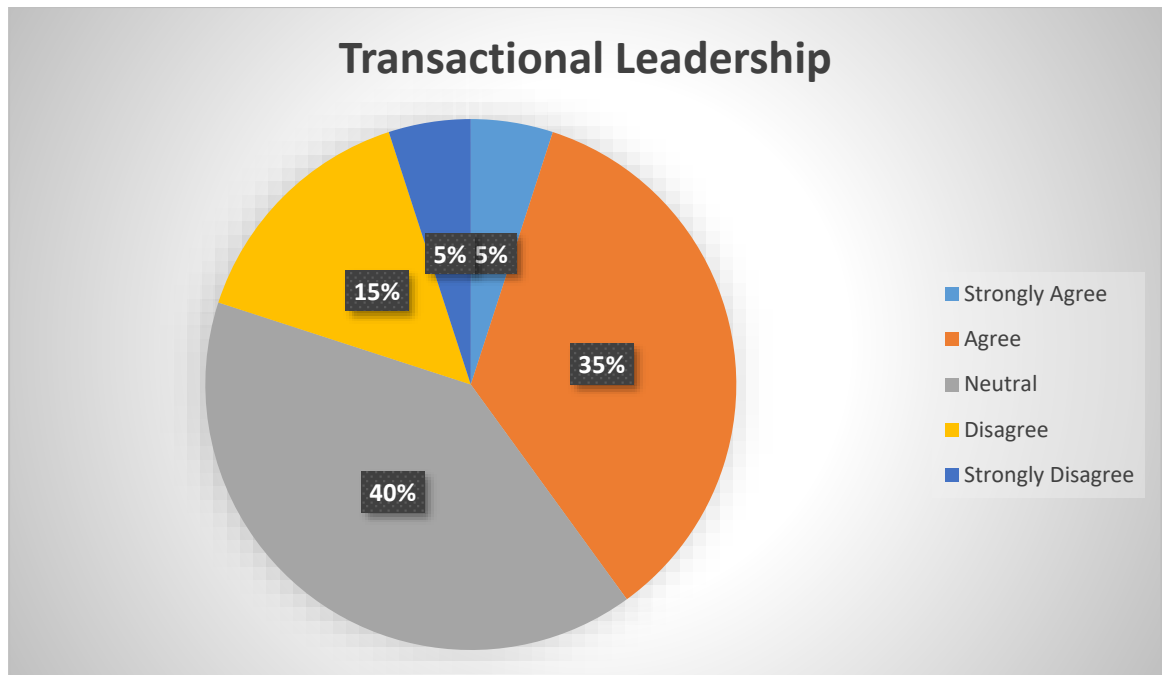
whilst the remaining 45% were those with Masters Qualification. The educational qualifications of the staff shows that all personnel at GEA have a fair level of education and this implies that the respondents were in the position to give a fair assessment of their performance as well as the style of leadership of their immediate supervisor. With the qualifications of the staff at the agency, it is likely that the GEA will achieve their set target.

4.2 Findings

A detailed discussion of the findings of the study is below.

4.2.1 Transactional Leadership theory

The study assessed the transactional leadership theory mentioned in the literature review. Weber (1948) purports that transactional leadership involves motivating and directing followers through a system of rewards and punishment. Based on the data collected during the survey, majority of the respondents asserts that the leadership of Ghana Enterprise Agency head office use rewards and punishment in their operations. 20% of the respondents disagreed with the existence of transactional leadership theory. This appears to be in conformity with previous studies in the area as majority of the respondents agree to the existence of transactional leadership style in the operations of the organization.



4.2.2 Participatory Theory

The study sought to test the participatory leadership theory discussed in the literature review. Participative theory suggests that leaders encourage participation and contributions from group members or takes into account the input of others. The findings from the study affirms the theory as unearthed by previous researchers. The results showed that a majority of the respondents agree to the use of participatory leadership by their superiors.

4.2.3 Analysis of Leadership style

The study sought to investigate the leadership style that exist in the organization. Three (3) main types of leadership style were assessed. These includes autocratic, democratic and laissez faire leadership style. The mean and standard deviation (S.D.) of the types of leadership styles were calculated to establish the extent to which their immediate supervisors practice these leadership styles. This was done to ascertain the current leadership style that exists at the GEA. The scales used in the statements was

strongly disagree-1, disagree-2, neutral-3, agree-4, and strongly agree-5. The statistics of the findings are represented in table 3 below.

Table 4.3: Descriptive Statistics on Autocratic Leadership

	N	Min	Max	Mean	SD
<i>Autocratic</i>					
My superior gives me close supervision	20	5	4	3.8	0.804748
My superior directs our efforts all the time	20	1	4	3.55	0.99868
My superior applies strict measures to make us carry out our task	20	2	4	3.5	1.0513
<i>Overall</i>				3.6167	0.1299

From Table 4.3, the statement with the highest mean of 3.8 and a standard deviation of 0.804748 is “my superior gives me close supervision”, followed by the statement, “my superior directs our efforts all the time” with a mean of 3.55 and a standard deviation of 0.99868 and then the statement; “my superior applies strict measures to make us carry out our task” had the lowest mean of 3.5 and a standard deviation of 1.0513. After the assessment of statements on autocratic leadership, the overall mean is 3.6167 and the overall standard deviation was 0.1299. The mean is high and this signals that the respondents agree to the use of autocratic leadership style at the enterprise agency.

Table 4.4: Descriptive Statistics on Democratic Leadership

Democratic	N	Min	Max	Mean	SD
My superior gives me the opportunity to contribute to decision making	20	2	5	3.8	0.95145
My superior ensures smooth communication	20	3	4	3.95	0.76
My superior does not take credit for the achievement of subordinates for himself	20	2	4	3.6	0.82
Overall				3.786667	0.097922

Table 4.4 results show that communication was highly rated with a mean of 3.95 and a standard deviation of 0.76 while participatory in decision making follow closely with mean of 3.8 and standard deviation of 0.95145 and the least mean of 3.6 and standard deviation of 0.82 for the statement; “my superior does not take credit for the achievements of subordinates for himself”. After the assessment, the overall mean was 3.786667 and a standard deviation of 0.097922. The overall mean is above the midpoint and indicates that the respondents agree that their superiors use democratic leadership. The findings from the survey suggest that democratic leadership style is exhibited by the superiors at Ghana Enterprise Agency.

Table 4.5: Descriptive Statistics on Laissez-faire Leadership

Laissez-faire	N	Min	Max	Mean	SD
My superior allows subordinates to solve work problems by themselves	20	5	4	3.2	0.83
My superior gives subordinate freedom to make decisions related to their work	20	5	4	3.45	1
My superior stays out of the way and allow subordinates to do their work	20	1	4	3.05	0.94
Overall				3.23333	0.08622

Table 4.5 shows that the statement; “my superior gives me freedom to make decisions related to my work” has the highest mean of 3.45 and a standard deviation of 1. This is followed by the statement, “my superior allows subordinates to solve work problems by themselves” with a mean of 3.2 and a standard deviation of 0.83, and then finally to the statement, “my superior stays out of the way and allow subordinates to do their work” with a mean of 3.05 and a standard deviation of 0.94. However, the overall mean on laissez-faire leadership was 3.23333 and a standard deviation of 0.08622.

4.2.4 Analysis on Leadership Style

Mawoli (2013) suggests that leadership style deals with the general way a leader behaves towards his/her subordinates in order to achieve goals and objectives. The extent to which a leader or manager delegates authority, the modes of power he put to effect and the kind of concern for human relationships or task orientation all tend to reflect the leadership style of the manager/leader, (Blake & Mouton, 2005). The

objective of the study is to ascertain the leadership style that exist at the Ghana Enterprise Agency. From the analysis above, all the three (3) leadership styles have a mean above the midpoint. This means that the agency make use of all types of leadership styles as proposed by previous literature but on different ratings. This affirms the literature that suggests that different situations in an organization will call for different leadership style (Stoghill, 1989).

However, the leadership style with the highest mean is the democratic leadership style, followed by the autocratic leadership style and then the least, laissez-faire leadership. Democratic leadership style was highly rated with overall mean of 3.786667 and a standard deviation of 0.097922, followed by the autocratic leadership with a mean of 3.6167, and finally, laissez-faire with a mean of 3.2333 being the lowest. There, it can be deduced that the democratic or transformational leadership is widely exhibited by superiors at Ghana Enterprise Agency, followed by autocratic leadership or transactional. The findings revealed that the least exhibited leadership style is the laissez-faire leadership style as respondent agree to the use of this style to a moderate extent.

4.2.5 Job Performance

The organization has different strategy to improve employee performance. The questionnaire sought to inquire from the respondents whether or not the leadership style had effects on their performance. The mean and standard deviation of some statements that affirms the effect of leadership style on performance were calculated and assessed to ascertain the effects. The scale used was strongly disagree-1, disagree-2, neutral-3, agree-4 and strongly agree-5. The findings from the study is shown in the table below.

Table 4.6: Descriptive statistics on Job performance

	N	Mean	SD
My superior sets daily task for each employee	20	3.5	1.1
I strive hard to achieve daily task on timely basis	20	4.05	1
I do not compromise on quality	20	4.25	0.97

Table 4.6 shows that statement, “I do not compromise on quality” had the highest mean of 4.25 and the standard deviation of 0.97, followed by “I strive hard to achieve my daily task on timely basis” with a mean of 4.05 and a standard deviation of 1, and the least, “my superior sets daily targets for each employee” with a mean of 3.5 and a standard deviation of 1.1. It is important to note that the mean of the statements are above the midpoint, indicating a positive assessment of the performance of employees at the Ghana Enterprise Agency.

4.2.6 The effect of existing leadership style on employee performance

The study found out the effect of existing leadership on the performance of employees in the organization. The questionnaire had several questions to show whether or not the existing leadership style has an effect on the performance of employees in the organization. From Table 4.7 below, it can be seen that the statement with the highest mean of 3.9 and a standard deviation of 0.9679 is “I experience personal growth as I am given the opportunity to participate”. This goes on to confirm the assertion by Zhu et al. (2005) that transformational leadership shows a positive relationship with job performance, perception and attitude of the leader and also help followers grow and develop into leaders through empowerment. This is followed by the statement, “My organization make use of my skills and ability” with a mean of 3.85 and a standard deviation of 0.71. The assertion by Nuhu in 2010 is practical in the organization as

participatory leadership exerts significant influence on employee performance. The statement with the least mean of 3.35 and a standard deviation of 0.99 is “I receive commendations for executing tasks effectively”. Although the mean is the lowest, it is above the midpoint, hence, respondents agree to the statement as being exhibited in the organization. Mawoli (2013) asserts that transactional leadership occurs when a leader exchanges something of economic or psychological value with a follower for a job done. The findings from the study affirms the purported literature.

Table 4.7: Effect of Leadership style on performance

	N	Mean	SD
I receive commendations for executing tasks effectively	20	3.35	0.99
I experience personal growth as I am given the opportunity to participate	20	3.9	0.9679
My organization makes use of my skills and ability	20	3.85	0.99

As indicated in Table 4.7, respondents believe that the leadership style had an effect on their performance and self-development. The questionnaire also sought to test the level of satisfaction with the leadership style that is being exhibited in the organization. Table 4.8 gives the responses.

Table 4.8: Satisfaction of respondents with the leadership style

	N	Percentage
Yes	16	80
No	4	20
Total	20	100

From the Table 4.8 above, it was revealed that 80% which is the majority of the respondents were satisfied with the existing leadership style at Ghana Enterprise Agency. Only 20% of the respondent had opposing views/opinions. It can be deduced that the leadership style that exist at the agency were promoting employee performance.

4.3 Discussion of Findings

The findings from the study revealed that the Ghana Enterprise Agency makes use of all the three leadership styles (autocratic, democratic and laissez-faire). However, the findings identified democratic leadership style as the most dominant style at the GEA. The findings correspond with the study by Mirumbe (2020) on the effects of leadership style on employee performance in selected institutions in Arusha, Tanzania. The results on transformational leadership were consistent with previous literature as discussed in chapter two of the study. The findings affirm studies like Nawose and Roussel (2017), Mawoli (2013) and Wang, Tsui and Xin (2010) on the role of leadership style on employee performance.

The study analysed descriptive statistics on various leadership styles including transactional leadership style and transformational leadership and the findings affirmed the existence of both leadership styles in the organization. The findings revealed that leadership style has some effect on employee's performance. The study also revealed the existence of certain leadership theories like the participatory leadership theory as respondents feel engaged and motivated for being a contributory factor to the outcome of the organization. It can also be deduced that employees are comfortable with the leadership style that exist in the organization as it is seen to improve their performance and self-development.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings of the study, draws conclusions and proceed to make recommendations. The main objective of the study was to assess the effects of leadership styles on the performance of employees at the Ghana Enterprise Agency. Armstrong (2003) asserts that leadership is the ability to persuade others willingly to behave differently towards achieving the task set for them.

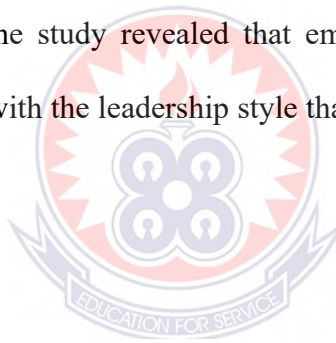
There are several leadership styles that can be adopted. The study assessed the leadership style that exist in the organization and how it effects on the performance of subordinates or employees. The study adopted a descriptive survey design to ascertain the accurate picture of the phenomenon. A structured questionnaire was used to collect primary data from the sample. An assessment of how the literature and the results from the study intertwine with one another was done and how the findings addressed the research questions posed, was also ascertained. This chapter goes further to make conclusions and recommendations on the research for readers.

5.1 Summary of Findings

Leadership is a crucial function of management at all levels in an organization. The findings from the study shows that all the three (3) leadership styles (autocratic, democratic, and laissez-faire) are exhibited at the Ghana Enterprise Agency. However, the most predominant leadership style is the democratic style of leadership, followed by autocratic style and then laissez-faire. It was seen that transformational leadership style helps subordinates to stay committed and put in their best to enhance the organizational performance. The study further revealed that each leadership style

yields different results at different times and in different situations. Thus, every situation that is encountered in the execution of duties require different leadership style to address the given situation. In short, in situations where there is little time or a quick decision is required and the leader has more expertise than other members, an autocratic or transactional leadership style is more appropriate and effective. In a highly motivated team with homogenic level of expertise, democratic or transformational leadership style, is more effective.

The study additionally revealed that leadership styles has some effects on employees' performance. The study showed that democratic or transformational leadership style affected positively on the performance of employees and it also helps the employee to develop himself. Also, the study revealed that employees at the Ghana Enterprise Agency are comfortable with the leadership style that is being exhibited by the leaders at the organisation.



5.2 Conclusion

From the analysis of the study, it is evident that all three (3) leadership styles (autocratic/transactional, democratic/transformational, and laissez-faire) are exhibited by superiors at the Ghana Enterprise Agency. Based on the findings from the study, it can be concluded that transformational or democratic leadership style is widely used by superiors at the Ghana Enterprise Agency and it has a greater positive effect on the performance of employees. Leaders who wish to achieve better results should try and adopt more of the democratic or transformational leadership style in their operations.

4.3 Recommendations

The results of the study revealed what employees need from the leaders and the type of leadership style that sits well with them to aid in improving employee performance.

It is seen that democratic leadership style yields a higher employee performance. Therefore, it is recommended that management of the Ghana Enterprise Agency should make use of the democratic leadership style in most of their dealings. This will aid in empowering their employees to develop teams and trigger their potentials and also make them feel being part of the organization and perform at maximum level to improve organizational performance.

Also, it is recommended that leaders adopt the use of different leadership styles to approach different situations as the study has shown that different situations require different leadership styles. The supervisors should also have vision and development plans for followers, working in groups and champion team work spirit.

Finally, it is recommended that employees are motivated well in the form of rewards, bonuses and increased salary to enable them keep putting in much efforts towards achieving the organizational goals and objectives.

4.4 Areas for Further Research

The objective of the study was to assess the effect of leadership styles on the performance of employees at the Ghana Enterprise Agency. Further research can be carried out on the effect of leadership styles on government agencies in the country. Further research can also be done on the assessment of leadership behaviour and its effects on performance.

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APPENDIX

Impact of leadership style on organizational performance

This survey is taken in aid of completing an academic programme of study. This survey is strictly for employees of the National Board for Small Scale Industries (NBSSI), now Ghana Enterprise Agency (GEA).

1. Are you an employee of Ghana Enterprises Agency (GEA)?

Yes/No

2. What is your rank in the organization?

BDO Assist BAC Head BAC Head Others:

3. What is your level of education?

Diploma Degree Masters Others:

4. How long have you been working with GEA?

1-2years 3-5years over 5years

5. Do you include subordinates in the decision making process?

Yes/No

6. How do you go about it?

Section 2

INFORMATION ON LEADERSHIP STYLE

On a scale of 1 - 5, confirm the statement below:

Mark only one oval.

7. My superior gives me close supervision

1 2 3 4 5

8. My superior directs our efforts all the time

1 2 3 4 5

9. My superior applies strict measures to make us carry out our task accordingly

1 2 3 4 5

10. My superior encourages me to do my best

1 2 3 4 5

11. My superior rewards me for quality work done and punishes for poor work done

1 2 3 4 5

12. My superior gives me the opportunity to contribute to decision making

1 2 3 4 5

13. My superior ensures smooth communication between him and subordinates

1 2 3 4 5

14. My superior does not take credit for subordinates achievement and contribution for himself

1 2 3 4 5

15. My superior allows subordinates to solve work problems by themselves

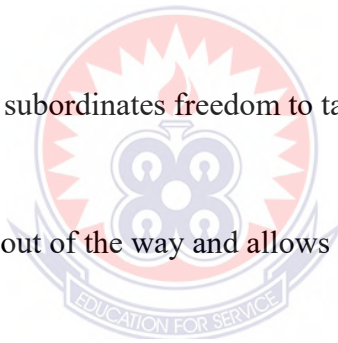
1 2 3 4 5

16. My superior gives subordinates freedom to take decisions related to their tasks

1 2 3 4 5

17. My superior stays out of the way and allows subordinates to do their work

1 2 3 4 5



Section 3

INFORMATION ON JOB PERFORMANCE SCALE

On a scale of 1 - 5, confirm the statement below:

Mark only one oval.

18. My superior sets daily task/duty for each individual worker

1 2 3 4 5

19. I strive hard to achieve my daily task on timely basis

1 2 3 4 5

20. I do not compromise quality when executing my task

1 2 3 4 5

21. My organization makes use of my skills and abilities

1 2 3 4 5

22. I receive commendations for executing tasks effectively

1 2 3 4 5

23. I experience personal growth as I get the opportunity to learn different jobs

1 2 3 4 5

24. I am satisfied with the information I receive from management on what goes on in the organization

1 2 3 4 5

Thank you

Your contribution is very much appreciated. God bless you

