

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE TWIFO

HEMANG LOWER DENKYIRA DISTRICT ASSEMBLY

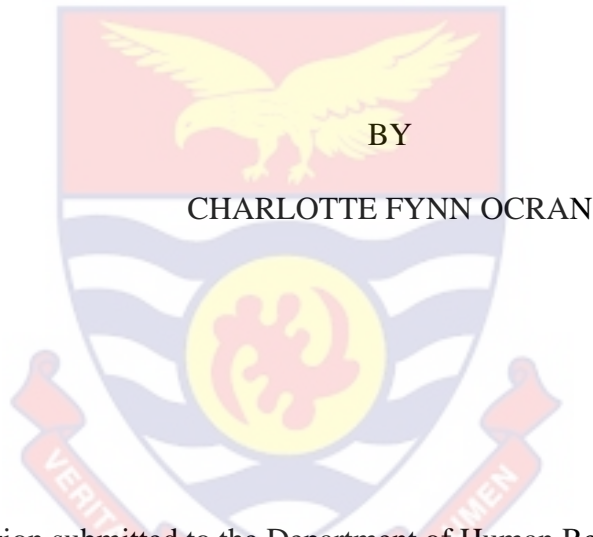


CHARLOTTE FYNN OCRAN

2024

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN THE TWIFO
HEMANG LOWER DENKYIRA DISTRICT ASSEMBLY



Dissertation submitted to the Department of Human Resource Management of
the School of Business, College of Humanities and Legal Studies, University of
Cape Coast, in partial fulfilment of the requirements for the award of Master of
Business Administration in Human Resource Management

NOVEMBER 2024

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Charlotte Fynn Ocran

Supervisors' Declaration

I hereby declare that the preparation and presentation of this research work were supervised in accordance with the guidelines on supervision laid down by the University of Cape Coast.

Supervisor's Signature Date.....

Name: Prof. Felix Kwame Opoku

ABSTRACT

The current study examined the influence of different leadership styles on employee performance, utilising Fiedler's contingency theory as the theoretical underpinning. Three hypotheses were created and subsequently evaluated to achieve the objectives of the study. The collection of primary data for this study was the distribution of structured questionnaires to the entire employee population of 104 individuals employed by the Twifu Hemang Lower Denkyira district assembly. The census sample methodology was utilised to ensure that each member of the workforce had an equitable opportunity to be included in the study. The study employed a quantitative research approach, to offer a comprehensive understanding of the observed occurrences. The data was later examined using IBM SPSS Statistics version 26 and SmartPLS 3. The data underwent analysis to assess the soundness of all hypotheses, utilising the partial least squares structural equation modelling (PLS-SEM) technique. The findings of the study indicate that both transformational and transactional leadership styles have a positive and statistically significant influence on employee performance. The study uncovered that the laissez-faire leadership style has a negative and statistically significant effect on the performance of employee members. As a result, the study proposes to policymakers, practitioners, and district assembly management to actively incorporate both transactional and transformational leadership styles, while also implementing strategies to mitigate or eliminate the adoption of laissez-faire leadership practices.

KEYWORDS

Employee Performance

Laissez fair Leadership Style

Transactional Leadership Style

Transactional Leadership Style

ACKNOWLEDGEMENTS

I would like to extend my sincere appreciation to Professor Felix Opoku, my supervisor from the School of Business at the College of Humanities and Legal Studies. I am deeply grateful for his expert guidance, valuable suggestions, unwavering encouragement, and benevolent support throughout this endeavour. I am also Grateful to Mr. Ebenezer Adjei Buobu and my Colleagues Both at Work and My MBA Discussion Group for their unflinching support and Generous Contribution Towards the success of this Work. My deepest thanks to my children Persus, Melchizedek and Keziah for their invaluable assistance.

DEDICATION

To my family and friends.

TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
KEYWORDS	iv
ACKNOWLEDGEMENT	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
Purpose of the Study	8
Research Hypothesis	8
Significance of the study	9
Delimitation of the Study	9
Limitation of the study	10
Organisation of the study	11

Chapter Summary	11
CHAPTER TWO: LITERATURE REVIEW	
Introduction	133
Theoretical underpinning the study	13
Conceptual Review	188
Empirical Review	365
Lessons learnt from empirical studies	455
Conceptual Framework	466
Chapter Summary	477
CHAPTER THREE: RESEARCH METHODS	
Introduction	498
Research Design	498
Research Approach	50
Study Unit	532
Population	543
Sample Size and Sampling Procedure	543
Data Collection Instrument	564
Validity and Reliability	576
Data Collection Procedures	58
Data Processing and Analysis	59

Ethical Consideration	598
Chapter summary	609
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	60
Demographic Data	60
PLS-SEM Analysis	63
Assessment of Structural Model	64
Assessment of path relationships	76
Discussions	78
Chapter Summary	85
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	
Introduction	86
Summary of the Study	86
Summary of Findings	87
Conclusions	88
Recommendations	89
Suggestion for Further Studies	90
REFERENCE	92
APPENDIX	11413

LIST OF TABLES

Table		Page
1	Demographic Characteristics of Respondents	62
2	Results summary for Reflective Outer Models	66
3	Heterotrait-Monotrait Ratio (HTMT)	68
4	Collinearity (Inner VIF Values)	70
5	Coefficient of Determination (R ²) R-square	73
6	F square	74
7	Predictive Relevance (Q ²)	76
8	Specific Direct Effect Path Coefficient	77

LIST OF FIGURES

Figure	Page
1 Conceptual framework of the study	476
2 SEM-PLS Algorithm.	64
3 Structural model assessment	78

LIST OF ACRONYMS

AVE – Average variance extracted

CA – Cronbach alpha

CI – Confidence interval

CR – Composite reliability

DEP – Dependent variable

DV – Discriminant validity

EP – Employee Performance

HTMT - Heterotrait-monotrait ratio

IND – Independent variable

LFLS – Laissez Fair Leadership Style

PLS-SEM – Partial least square-Structural equation modeling

SP – Sustainability performance

SPSS- Statistical Package for Social Sciences

TFLS – Transformational Leadership Style

TLS – Transactional Leadership Style

VIF – Variance inflation factor

CHAPTER ONE

INTRODUCTION

The effect of leadership styles on employee performance is a significant area of academic inquiry that examines the intricate interplay between leadership philosophies and workers' overall effectiveness and productivity within organisational contexts. The behaviour, motivation, and job satisfaction of workers are significantly influenced by various leadership styles, which encompass a spectrum from authoritarian to democratic, transformational to transactional, and laissez-faire to charismatic.

To cultivate a work environment that promotes employee engagement, contentment, and organisational success, it is imperative to comprehend the impact of different leadership styles on employee performance. The primary objective of this study is to elucidate the intricate interconnections among many dimensions of employee performance, including productivity, work satisfaction, employee morale, and overall organisational commitment. By thoroughly analysing these interrelationships, the study aims to provide valuable insights that can enhance managerial practices and facilitate the development of effective leadership strategies that optimise employee productivity and foster sustainable organisational growth.

Background to the Study

Leadership has become increasingly important in managing personnel and companies in modern times (Iqwal, Anwar, & Haider, 2015). According to Kinsambwe (2016), there is a perception that it possesses the capability to

influence the beliefs, attitudes, and capabilities of employees to facilitate the attainment of organisational goals. Consequently, it is vital for organisations as it contributes to the enhancement of both employee and organisational performance. According to Kinsambwe (2016), the presence of a leader is essential for the proper functioning of human resources inside an organisation. Therefore, it is vital for organisations as it contributes to the enhancement of both employee and organisational effectiveness or performance. The presence of leaders is essential for the effective functioning of any organisation, as human resources alone are insufficient to ensure optimal performance (Kinsambwe, 2016). Therefore, the effectiveness of leadership plays a crucial role in influencing the outcomes of human resource management and overall organisational performance.

One could posit that the efficacy of leadership within a given organisation is largely contingent upon the management's chosen leadership styles. Fielder's contingency theory of leadership provides support for this assertion. According to Carnes (2009) and Fiedler (2015), the concept posits that the efficacy of a leader is contingent upon the degree to which their leadership style aligns with the prevailing circumstances. Contingency theory posits that to be perceived as effective, a leader must adopt a leadership style that is suitable for the specific circumstances at hand. Hence, the theory posits a clear-cut criterion for determining the optimal styles in a given context (Fiedler, 2015; Northouse, 2015). Leaders employ a diverse range of qualities, characteristics, and behaviours to effectively engage in communication and supervision with their subordinates (Mitonga-Monga & Coetzee, 2012; Odumeru & Ogbonna, 2013).

Several studies have demonstrated that the efficacy of a leader in an organisation is dependent on their leadership style, particularly in their interactions with employees (Odumeru & Ogbonna, 2013; Razak, Sarpan & Ramlan, 2018; Khuwaja, Ahmed, Abid & Adeel, 2020). Leadership styles refer to the behavioural approaches employed by leaders to exercise influence, foster motivation, and offer advice to their subordinates (Saira, Mansoor, & Ali, 2021). The leadership style utilised by leaders influences the implementation of plans and strategies to achieve certain objectives, while also considering stakeholder expectations and the well-being and effectiveness of the team (Steinmann, Klug, & Maier, 2018). Shafie, Baghersalimi, and Barghi (2013) underscore the importance of leadership style within organisational settings, particularly in situations where persons are seen as the organization's most significant asset.

The importance of organisational leadership cannot be understated in the pursuit of set objectives, since it plays a critical role in improving organisational performance. The effectiveness of leadership at different hierarchical levels has a pivotal role in shaping the outcomes and performance of an organisation. How a leader guides individuals inside an organisation has a substantial impact on the morale and subsequent performance of employee members. As a result, numerous leadership philosophies have been adopted by leaders, as indicated by the scholarly contributions of Alkahtani (2016), Clark, Hartline, and Jones (2009), and Iqwal et al. (2015).

The aforementioned authors have identified many leadership styles, such as democratic, autocratic, transformational, transactional, and laissez-faire, in

relation to this topic. Van Wart (2013) states that the suitability of a certain leadership style relies on the distinct organisational context or industry. Scholars and corporate executives have increasingly acknowledged the significance of transformational and transactional leadership styles in recent years. As per the studies conducted by Mohiuddin (2017) and Al Khajeh (2018).

The transformational leadership style prioritises a leader's personal values, proactive behaviour, visionary thinking, and innovative approaches (Onorato, 2013; Steinwart & Ziegler, 2014). These managers engage in interpersonal communication with their subordinates, focusing on facilitating their increased motivation and competence. Transactional leadership is a leadership approach that centres around the exchange of incentives and penalties as a means of motivating individuals to attain specified objectives (Hitt & Tucker, 2016). Consequently, employees who demonstrate great performance are acknowledged, commended, and provided with incentives, whilst those who exhibit subpar performance are subjected to disciplinary measures (Odumeru & Ogbonna, 2013; Daft, 2015). These leaders predominantly adhere to conventional thinking patterns and hence operate inside existing frameworks and organisational systems.

According to Ali, Mir, Ghalei, and Ghalavandi (2019), laissez-faire is a leadership style characterised by leaders granting greater autonomy to their subordinates in the decision-making process. Leadership style have garnered significant interest from researchers worldwide due to its crucial significance in organisational contexts. This particular subject matter has been extensively studied within the realm of social sciences and holds considerable importance

across several domains of society, encompassing business, politics, education, religion, and others (Oliver, 2012). Chang (2017) posits that there exists a robust and positive correlation between leadership style and both job satisfaction and organisational effectiveness among employees within the top 20 organisations in Indonesia.

Consequently, enhancing employee productivity yields benefits for both the organisation and the individuals involved, as it facilitates career progression (Siahaan, Gultom, & Lumbanraja, 2016). In a parallel vein, it can be posited that the Twifo Hemang Lower Denkyira (THLD) district assembly would experience heightened organisational efficacy if its leaders were to adopt a leadership approach that cultivates employee contentment and motivation inside the workplace, prompting employee members to exhibit increased dedication and commitment to the assembly's objectives.

Statement of the Problem

Leadership has a pivotal role in determining the success or failure of companies. Certain leaders demonstrate exceptional abilities in effecting organisational transformation, however not without incurring certain costs. The impact of this phenomenon extends across various domains, ranging from community organisations to national defence forces. The effectiveness of leadership has the potential to significantly impact the success or failure of an organisation. Africa has experienced a proliferation of self-proclaimed leaders who possess a limited capacity to envision and guide their constituents. It has been observed that a significant number of businesses in Ghana adhere to task-

oriented and conventional work schedules, without flexibility. Moreover, decisions and policies are often imposed upon subordinates without their input or involvement.

In businesses characterised by leadership that views people as mere instruments for task completion, individuals may engage in a facade of high performance in response to the standards and metrics imposed upon them. For employees to effectively fulfil their job responsibilities, leaders must foster an environment that promotes and motivates the persons under their supervision. The function of leadership in a company is of paramount importance in fostering an environment and culture that is characterised by enthusiasm (Alghazo & Al-Anazi, 2016).

The leaders' adherence to appropriate behavioural patterns within each company fosters a robust sense of morale among the workers and augments their level of dedication to their respective professions (Tepper & Taylor, 2003). Negative employee behaviour, such as greater turnover, job discontent, apathy, and worse performance, is fostered by its antithesis. The prevalent issue observed in numerous district assemblies in Ghana pertains to the adoption of a management approach characterised by a significant power distance and a preference for conventional top-down leadership (Gyimah, 2019). The Twifo Hemang Lower Denkyira District assembly exemplifies this prevailing trend. Scholars like (Siahaan et al., 2016; Malcalm & Tamatey, 2017; Razak et al., 2018) have argued for the adoption of contemporary leadership styles, including

transformational, ethical, and transactional leadership styles, due to their ability to facilitate employee engagement and foster creativity.

A preliminary investigation of the leadership style within the district assembly revealed a prevalent inclination among leaders to adopt a commanding approach, wherein employees are not allowed to actively engage in the decision-making process. Insufficient engagement in organisational meetings can lead to ambiguity and tension in employees' work, often resulting in adherence to their prescribed job responsibilities without demonstrating further effort (Gyimah, 2019). Inadequate leadership style has the potential to demoralize or discourage people from effectively carrying out their assigned tasks leading to diminished levels of employee performance and satisfaction (Razak et al., 2018). According to Nasurdin et al (2014), employees who experience unhappiness tend to create emotional distance between themselves and their respective organisations. According to the 2021 report by the Ghana Statistical Service, the district assembly in question was identified as having one of the lowest performance records among district assemblies in Ghana.

The existing body of research on the correlation between leadership and performance, as observed by NawoseIngollan and Roussel (2017), is marked by a lack of consensus and difficulties in interpretation. There are still several gaps and unanswered questions on the most effective application of leadership styles to improve employee performance. The absence of scholarly investigations examining the relationship between leadership styles and employee performance within district assemblies in Ghana has resulted in a significant gap in the existing

literature. Existing studies predominantly focused on industries other than district assemblies in Ghana, resulting in limited scholarly exploration of the impact of leadership style on employee performance in this context. Significant advancements have been observed in various industries including telecommunications (Thompson & Webber, 2016), energy (Malcalm & Tamatey, 2017), healthcare (Mawoli & Haruna, 2013), hospitality (Quintana, Park & Cabrera, 2015), education (Ajibade, Ajayi & Shobowale, 2017), insurance (Wachaga, 2017), and construction. The main aim of this study is to evaluate the employees' performance and examine the different leadership styles used in the Twifo Hemang Lower Denkyira District Assembly, about the previously observed sectorial imbalance.

Purpose of the Study

The purpose of the study is to examine the influence of leadership styles on employee performance at Twifo Hemang Lower Denkyira District Assembly.

Research Objectives

The following objectives have been set to achieve the study's goal:

1. To examine the effect of laissez-faire leadership style on employee performance at the Twifo Hemang Lower Denkyira District Assembly.
2. To examine the effect of transactional leadership style on employee performance at the Twifo Hemang Lower Denkyira District Assembly.
3. To examine the effect of transformational leadership style on employee performance at the Twifo Hemang Lower Denkyira District Assembly.

Hypothesis

The following hypotheses were tested

H1: there is a significant influence of transformational leadership style on employee performance at the Twifo Hemang Lower Denkyira District Assembly.

H2: there is a significant influence of transactional leadership style on employee performance at the Twifo Hemang Lower Denkyira District Assembly

H3: there is a significant influence of laissez-faire leadership style on employee performance at the Twifo Hemang Lower Denkyira District Assembly.

Significance of the study

The results of this study will be highly pertinent to the academic community, policymakers, and legislative bodies. The research findings will make major contributions to the field of assembly management by clarifying the advantages associated with different leadership styles and their impact on employee performance. Furthermore, additional discoveries obtained from the research will be disseminated through scholarly articles that specifically focus on the subject of leadership styles and their impact on employee performance. Therefore, this research attempt will significantly contribute to the continuing scholarly discussion regarding leadership styles and their influence on employee performance. The main goal is to determine the degree of agreement or divergence between the current findings and the results of prior investigations.

Studying leadership styles and their impact on employee performance is crucial for advancing theoretical knowledge, providing empirical evidence, informing practical applications, guiding policy formulation, enhancing employee well-being, contributing to interdisciplinary research, and identifying future research avenues. This body of literature thus plays a vital role in understanding and improving organizational effectiveness and employee outcomes.

Delimitation of the Study

The current study examined the relationship between leadership style and employee performance in the specific context of the Twifo Hemang Lower Denkyira District Assembly. This study acknowledges the existence of several leadership styles but excludes the examination of democratic and autocratic leadership styles due to their lack of feasibility. The primary aim of the study was to examine the transactional, transformational, and laissez-faire leadership styles. Only individuals who were employed by the Twifo Hemang Lower Denkyira District Assembly were deemed eligible to offer responses to inquiries about the research.

Limitations of the study

The study was exclusively carried out within the Twifo Hemang Lower Denkyira District Assembly, aiming to investigate the relationship between leadership styles and employee performance within this particular organisation. Furthermore, the investigation was restricted solely to the employees at the assembly. This study was further constrained by the utilisation of a quantitative approach and an explanatory research design during the execution of this inquiry.

Organisation of the study

The study consisted of five separate chapters. The initial chapter of the study presented a comprehensive introduction, encompassing the problem statement, research objectives, research inquiries, study importance, study boundaries, study limits, and study arrangement. Chapter two consisted of a comprehensive analysis of the theoretical, conceptual, and empirical literature related to procurement practices and service delivery. In addition, it provided the conceptual structure. The third portion of the study discussed the research methodology used in its execution. The study included several components such as the research method, research design, study population, sample size, sampling strategy, data collection instrument and procedure, and analytic technique. In chapter four, the material covered the analysis and discussion of pertinent content. Chapter 5 provides a thorough summary of the study's results, conclusions, and recommendations.

Chapter Summary

The chapter began with a background to the study, where the researcher showed the relevance of the study by elaborating on the theoretical underpinnings of the study as well as empirical revelation and claims put forth by prior researchers. The chapter continued with the statement of the problem, where the problem was logically explained, as well as identifying the gaps in the existing literature. Subsequently, the purpose of the study was articulated, and three objectives were set to give the study direction. Based on the stated research objectives, research questions were enunciated. The significance of the study was

later elaborated, followed by delimitations of the study, and the organisation of the respective chapters of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a thorough literature study on the correlation between leadership style and employee performance. The chapter included a thorough review of the theoretical and empirical literature related to the research topic. The study also investigated the core concepts of leadership styles and performance. The study's research objectives were substantiated by the utilisation of Fiedler's contingency theory since it showed pertinence to the research.

Theoretical Underpinning the Study

Fiedler's Contingency theory, formulated by Fred Fiedler in 1958, is a theoretical framework that explains different leadership styles. Given the prominent concerns addressed in this research, it appears that the contingency theory holds greater relevance within the context of this study. In conclusion, a comprehensive overview of the theories' fundamental arguments, underlying assumptions, and their implications for employee performance was provided.

Fiedler's Contingency Theory

The contingency leadership theory was introduced by Fred Edward Fiedler in the year 1964. The core concept of the theory posits that there exists no singular optimal approach for managers to effectively lead. According to Bolden et al. (2003), supervisors are required to adopt diverse leadership styles based on the specific scenarios they encounter. According to Fiedler's theory, leaders are

advised to take into account three contextual aspects - leader-member interactions, task structure, and leader positional power - when interacting with their subordinates. The efficacy of a manager's leadership style is contingent upon four crucial elements (Thompson & Webber, 2016; Amegayibor, 2018). The superior-subordinate relationship refers to the dynamic between employees and their leader, encompassing the level of confidence employees place in their leader and the leader's ability to effectively engage and retain these employees (Fiedler, 1996). This relationship elucidates the extent to which employees demonstrate loyalty, reliability, and support towards their leader.

The concept pertains to the assessment made by management regarding the level of cohesion and harmony within a group of employees. According to Bolden, Gosling, Marturano, and Dennison (2003) and Boachie-Mensah and Zungbey (2012), within the context of a superior-subordinate relationship, the manager possesses a high level of job structure and possesses the ability to administer rewards or punishments to employees without encountering difficulties. In a mutually beneficial partnership, the assigned task typically lacks a defined structure, and the leader's level of control is constrained.

The comprehensive articulation of specific expectations placed upon subordinates has an impact on the structure of tasks. According to Bolden, Gosling, Marturano, and Dennison (2003), leaders who prioritise relationships are most effective when they achieve higher levels of employee happiness and customer satisfaction, and generate a positive business image. The concept of task structure pertains to the degree of prescription and systematization that a leader

desires for the actions to be undertaken by their workforce. This element pertains to the categorization of job tasks as either routine or non-routine, as discussed by Fiedler (1996).

Within the framework of task structure, leaders derive a sense of pride and satisfaction from accomplishing tasks on behalf of the organisation. Conversely, relationship-motivated leaders prioritise the establishment of interpersonal connections and actively provide additional support to foster team growth within the organisational context. According to Boachie-Mensah (2006) and Fiedler (1967), leaders who are focused on task accomplishment demonstrate their highest level of effectiveness when a group achieves notable successes, such as setting a new sales record or surpassing a large competitor. According to Fiedler's (1967) research, enhancing employee performance requires attention not only to the leadership style employed by the leader but also to the situational circumstances that exert effect on the leader.

Fiedler posits that leaders possess a prevailing, unchanging style and, as such, should be carefully aligned with the particular circumstances inside a given organisational unit when making leadership selections. The improvement of organisations can be achieved through either the alignment of the leader's capabilities with the specific circumstance, or by adapting the environment to better suit the leader's strengths and skills. Within the confines of this particular study, the Contingency Leadership theory possesses the potential to assist managers employed by the Twifo Hemang Lower Denkyira District Assembly in the process of modifying their leadership styles so as to effectively cater to the

diverse requirements of various departments or teams operating within the organisational framework.

The employment of a contingency approach to leadership enables managers to customise their leadership style in accordance with the unique requirements of each team, hence potentially resulting in enhanced outcomes. In a dynamic and evolving context, it is imperative for managers to possess the capability to adapt their leadership approach in order to effectively address emerging difficulties. A comprehensive grasp of the Contingency Leadership theory would enable managers at the Twifo Hemang Lower Denkyira District Assembly to enhance their ability to adjust to novel circumstances and efficiently address unforeseen occurrences. Enhance interpersonal connections with personnel.

Managers can enhance their interactions with team members by tailoring their leadership style to accommodate the specific demands of each employee. This phenomenon has the potential to result in elevated levels of job satisfaction, increased employee engagement, and enhanced performance. The theory holds relevance in the context of this study as it covers three elements that hold significant importance for leaders and supervisors to take into account: leader-member relations, task structure, and leader positional authority. According to this theoretical framework, it is argued that individuals in positions of leadership, management, and supervision are responsible for the oversight of the operational activities inside an organisation.

Therefore, it is imperative for individuals to embrace a suitable leadership approach to efficiently attain organisational goals and cultivate a strong sense of employee dedication. The concept suggests that those in managerial, leadership, and supervisory positions are responsible for disseminating information pertaining to definitive benchmarks and exercising direct authority over subordinates. The current research posits that effective leaders possess the ability to deploy a range of leadership styles in different situations, hence influencing the job performance of their subordinates. One critique of the idea is in the inherent challenge of delineating and classifying the diverse leadership styles employed across varying contexts. The absence of clear guidelines can pose difficulties for managers in efficiently implementing the theory.

The complexity and difficulty associated with the implementation process: The implementation of the Contingency Leadership Theory may pose challenges, especially for managers who are unfamiliar with the intricacies of this theoretical framework. This phenomenon has the potential to generate ambiguity and necessitate substantial investment in training and professional growth for managers to attain mastery in the application of the theory. Although the theory has garnered significant attention and has been implemented in several settings, certain scholars have raised concerns over the robustness of the empirical data substantiating its efficacy.

There is a contention among scholars that further investigation is necessary in order to ascertain the veracity and dependability of the aforementioned hypothesis. An additional critique of the theory is its tendency to

excessively focus the leader's behaviour, neglecting to adequately account for the wider organisational framework within which leadership occurs. The oversimplification of leadership can result in a limited perspective that fails to consider the influence of additional variables, such as organisational culture and employee motivation, which can significantly impact the attainment of exceptional outcomes.

Conceptual Review

This section of the study revised literature on the variables considered for the study which is the concept of leadership style with a special focus on the nature and typologies. The researcher proceeded with a review of the concept of employee performance. The conceptual review then proceeds with the review of extant literature regarding the nexus between leadership style and employee performance. The ensuing paragraphs capture in detail what the conceptual review section entailed.

Concept of Leadership

Leadership has been present since the very beginning of human existence, originating from the moment of human creation (Gyasi-Afful, 2021). According to Denis, Lamothe, and Langley (2001), leadership can be defined as the authority granted to an individual to assign tasks, develop strategies, arrange resources, coordinate efforts, and oversee individuals or activities in order to achieve shared objectives in a unified and cohesive manner. In every societal context, ranging from educational institutions, religious establishments, legislative bodies, healthcare facilities, places of worship, local administrative units, and communal

groups, to domestic units, a designated leader assumes the responsibility of guiding and directing the operations of the respective society.

Leaders in contemporary organisations fulfil a range of responsibilities, including establishing collective objectives and managing interpersonal conflicts to foster group cohesion (Khan & Wajidi, 2019). Leaders can be selected by several methods such as nomination, appointment, or election, which are influenced by their personal values, views, talents, relationships, physical attributes, cognitive abilities, or expertise. Nevertheless, the act of selecting a leader within an organisation based on factors such as faith, race, gender, ethnic background, and culture is considered to exhibit bias within the context of a professional setting.

The concept of leadership can be described as the deliberate and organised exertion of influence by an individual to inspire, motivate, and provide guidance to others to achieve shared goals or objectives within a collective or organisational context (Kalangi et al., 2021). Therefore, leadership can be conceptualised as the ability to exert influence on a group to promote the achievement of goals. Maxwell (2012) posits that a leader is someone who exhibits a combination of knowledge, proactive decision-making, and the ability to effectively guide others along a desired course of action. According to Taylor-Bianco and Schermerhorn (2006), leadership is commonly defined as a type of interpersonal influence that inspires individuals or groups to execute specific tasks as instructed by the leader.

Fundamentally, a leader can be characterised as someone who formulates a strategic direction and exercises authority over others to encourage their adherence to and pursuit of this direction. Leadership is a dynamic process where leaders communicate with followers to influence them towards achieving a common goal (Northouse, 2018). The origin of this influence can be categorised as either formal, stemming from an individual's managerial position within an organisation, or informal, which refers to the ability to exert influence beyond the sanctioned structure of the organisation. The significance of the informal structure of leadership becomes apparent when considering that leadership emerges from the dynamic interplay between leaders, followers, and the situational context (Aggestam & Johansson, 2017). The leadership process encompasses a variety of constituent aspects.

The conventional viewpoints on leadership believe that leadership entails the ability to elicit compliance, respect, and cooperation. In essence, the leader exerts authority over the subordinates to secure their compliance (Anderson et al., 1998). Furthermore, traditional leadership viewpoints are grounded in the notion that leaders are responsible for establishing objectives and ensuring their effective attainment. According to McSwain (2011), leadership can be understood as a capacity possessed by individuals in positions of authority. This capacity entails the ability of leaders to actively engage in listening and observing, leveraging their expertise as a foundation for fostering dialogue across various levels of decision-making. Furthermore, effective leadership involves establishing

transparent decision-making processes and clearly articulating personal values and visions, without imposing them onto others.

The concept of leadership has undergone an evolution over time, with modifications and suggestions influenced by prevailing circumstances. The traditional notion of leadership was founded on the hierarchical exertion of power and authority, whereas the contemporary approach aims to cultivate admiration and consideration for followers due to their significant potential as a wellspring of knowledge, creativity, and organisational enhancement (Schermerhorn, Hunt & Osborn, 2000).

The perception of the workplace by employees is significantly shaped by their comprehension of leadership, subsequently impacting their degree of job satisfaction and their behaviours within the work environment (Purwanto, Purba, Bernarto & Sijabat, 2021). Leadership can be defined as the act of effectively motivating and organising individuals to collectively strive towards a common goal, leveraging one's abilities and aptitudes (Redmond & Dolan, 2016; Alkahtani, 2015). Hence, the utilisation of this tool is crucial in management as it enhances employee interactions, influences organisational culture positively, enhances productivity and facilitates the development of employee behaviour that promotes performance (Iqbal et al., 2015; Khan & Nawas, 2016).

According to Chandra and Priyono (2016), workplace stress can arise due to a deficiency in effective leadership. This phenomenon has the potential to result in decreased levels of productivity. Chandra and Privono (2016) assert that to achieve effective leadership, it is essential to fully involve workers by

effectively allocating resources, providing encouragement, and facilitating information sharing. The definition of leadership remains a subject of ongoing debate and lacks a consensus among researchers, as evidenced by the works of Harney and Jordan (2008), Muchiri and Cooksey (2011), and Niewiesk and Garrity-Rokous (2021). Harney and Jordan (2008) propose a definition of leadership as the capacity to perceive the need for change and to proficiently execute the necessary measures to enable such alteration. Bodla and Nawaz (2010) define leadership as the deliberate and methodical influence exerted by an individual over a well-structured collective to attain predetermined objectives.

According to Tahir, Abdullah, Ali, and Daud (2014), effective organisational leadership involves the capacity to identify the existing circumstances, envision the future, make suitable decisions to address both current and future objectives and obtain the requisite support from individuals responsible for executing these decisions. Shah and Kamal (2015) propose a definition of leadership as the process of inspiring and encouraging individuals to collectively adopt a common vision and strive towards accomplishing the goals of an organisation.

Based on the provided descriptions, leadership emerges as a fundamental concept that should never be overlooked by management in any organisation. Undoubtedly, leadership has a significant role in shaping the expectations of employees, motivating them to take action aligned with business goals, and contributing to the establishment of group or organisational norms and values (Rizwan, Nazar, Nadeem & Abbas, 2016). Chandra and Priyono (2016) argue that

effective leaders are required to assign decision-making power to their subordinates to facilitate the efficient and successful execution of daily operations. In the subsequent section, we shall discuss the diverse array of leadership styles that are observable inside literary works.

Leadership Style

The impact of various leadership styles employed by leaders on organisational effectiveness, organisational culture, organisational commitment, work happiness, productivity, and innovation is significant. The leadership styles demonstrated by organisational leaders can be attributed to their familial background or environmental experiences. According to Rizwan et al. (2016), how leaders exercise their authority has a significant impact on employees' ability to perform their tasks with diligence and efficiency. Additionally, leadership style influences employees' motivation levels, degree of commitment, emotional resilience, and interpersonal relationships within the workplace. Hence, it is imperative to select a leadership style that aligns with the company's roles, contexts, objectives, and structure. The literature has demonstrated that managers can exert influence on their workforce and achieve desired objectives by adopting various leadership styles.

In 1939, psychologist Kurt Lewin and his research team conducted a study that identified three main leadership styles: Authoritarian (also known as Autocratic), Participative (commonly referred to as Democratic), and Delegative (also termed Laissez-Faire). The contemporary concept of leadership style includes charismatic, transformative, and transactional kinds of leadership. Al

Khajeh (2018) identified three primary leadership styles, highlighting their prevalence across a wide range of global organisations. The individual cited other instances, including authoritarian or directive strategies, democratic or inclusive approaches, and collaborative administration. In addition to the leadership types exhibited by the author, namely bureaucratic, charismatic, servant, transformative, and transactional, other scholars have also acknowledged the presence of the following leadership styles: (Yahaya et al., 2014; Chandra & Priyono, 2016; Iqbal et al., 2015; Khan & Nawaz, 2017) have been cited in this study.

The present investigation employed the comprehensive full-range model, encompassing laissez-faire style, transactional leadership, and transformational leadership as proposed by Bass and Avolio (1994). The aforementioned styles are commonly perceived as distinct dimensions and effective leaders demonstrate varying degrees of proficiency in each of the three styles. As previously stated, the model encompasses a range of theoretical approaches. However, the model's conceptualization of leadership styles largely about leader-member connections, task structure, and leader positional power establishes a connection to contingency leadership theory. The contingency hypothesis posits that there is no universally optimal approach for managers to exercise leadership. According to Bolden et al. (2003), supervisors are required to adapt their leadership styles based on the specific scenarios they encounter.

Laissez faire Leadership Style

According to Muller (2006), laissez-faire is a leadership style characterised by the leader's passive observation of followers' independent efforts

to effectively complete a task, without any direct participation. The leader effectively assigns power and authority to followers, fostering an environment of freedom and maximum engagement without undue interference. Nonetheless, the leader remains readily accessible to provide aid and support as required. The organisation lacks a designated individual in a position of authority, as well as a leader who establishes goals and objectives for the group. This particular leadership style demonstrates efficacy in situations where the subordinate exhibits high levels of effectiveness, motivation, and expertise, as evidenced by a consistent history of maximising productivity and attaining exceptional outcomes over a specified duration.

According to Anderson and McColl (2005), empirical evidence suggests that laissez-faire leaders demonstrate a lack of attentiveness towards work details and requirements, as well as a diminished focus on the overall completion of projects. The persistent demonstration of disinterest by leaders has a detrimental impact on the motivation of followers and impedes the development of their self-esteem. According to Dlamini (2022), leaders who adopt a "laissez-faire" leadership style assume a passive role, opting to observe their subordinates as they independently carry out tasks without offering explicit guidance or direction. Leaders must grant their followers a significant degree of autonomy and responsibility, while yet ensuring their accessibility for advice and support. Leadership is absent and a lack of consensus over the group's objectives.

According to Gyasi-Afful (2021), those who possess a combination of effectiveness, strong motivation, and extensive experience, and have a track

record of consistently maximising productivity and achieving excellence, are the ones who derive the greatest advantages from this particular style of leadership. According to Silva and Mendis (2017), empirical evidence suggests that executives who adopt a laissez-faire leadership style prioritize addressing the specific requirements of individual tasks over ensuring the overall completion of a project. The persistent absence of excitement exhibited by leaders towards a certain activity serves to demotivate followers and diminish their self-esteem.

Transactional Leadership Style

The Transactional leadership style is sometimes described as a type of leadership that depends on a system of contingent rewards. Within this particular framework, there exists a mutual understanding between leaders and followers regarding the regulations governing a system of rewards. In this system, followers are motivated by the provision of incentives for the effective completion of individual tasks and the attainment of group goals (Bass & Avolio, 1994). In the current context, the reward is understood as a demonstration of recognition or a stimulus intended to improve one's level of accomplishment. Possible incentives for employees could encompass various forms such as career advancement through promotions, financial rewards in the form of bonuses, or an increase in wages.

Bass and Avolio (1994) have identified three key components that classify the transactional leadership style: contingent compensation, management by exception (active), and management by exception (passive). Contingent reward can be operationally described as a reciprocal exchange of rewards that is

implemented to aid the accomplishment of preset objectives and desired outcomes. Leaders facilitate the development of individual abilities by employing emotional appeals that align with the needs and aspirations of their followers. According to Bass and Avolio (2004), this interaction is frequently carried out in a manner that is free from biases in order to successfully accomplish a given objective.

Bass and Avolio (2004) regarded active management by exception as a form of transactional leadership characterised by leaders placing trust in their followers to effectively execute a project and achieve a high level of satisfaction and success. Although this particular leadership style offers advantages to the organisation, it fails to inspire followers to exceed their anticipated performance levels. The active management by exception approach is particularly well-suited for roles that are characterised by static or redundant tasks and involve minimal or negligible risks. According to Abodunde, Ayo-Oyebiyi, and Unachukwu (2017), adherents of this particular leadership approach are anticipated to unquestioningly adhere to the directives of their higher-ranking authorities.

Significantly, the concept emphasizes the exchange that takes place between a person in a position of authority and a person under their supervision, wherein the former provides rewards to the latter in recognition of their accomplishment of pre-established objectives and benchmarks (Babalola, 2016). Consequently, employers have the authority to impose penalties on employees whose performance falls below the expected standards. Therefore, this phenomenon is regarded as a reciprocal relationship in which both management

and employee members collaboratively pursue their own goals and enjoy the advantages that arise from such collaboration.

According to Bass and Avolio (2004), the concept of management by exception (passive) refers to a style of transactional leadership in which leaders neglect to establish clear goals and objectives, refrain from exercising control and evaluation over followers based on predetermined standards, avoid explicitly defining agreements, but intervene promptly when problems arise and take proactive measures to address and resolve issues. According to Udoh and Agu (2012), the authors claim that transactional leaders, who prioritize immediate concerns, can effectively encourage employee by implementing a "management by exception" approach rather than solely relying on applauding exceptional performance. In situations where individuals within a team or group fail to meet the established expectations, it is common for their manager or supervisor to implement corrective measures. According to Yahaya et al. (2014), the inability to complete knowledge-based or creative work might be attributed to the presence of a transactional employer.

Boehnke et al. (2003) assert that transactional leadership encompasses a reciprocal process wherein followers comply with leader requests, although it is unlikely to engender passion and dedication towards task objectives. The leader places emphasis on utilising internal actors to fulfil the requisite responsibilities in order to accomplish the desired goals of the organisation (Boehnke et al., 2003). The key objective of the transactional leader is to ensure that individuals within the organisation possess a comprehensive comprehension of the strategies

required to accomplish goals, effectively address any hindrances within the system, and inspire team members to successfully attain predetermined targets (House and Aditya, 1997).

According to the study conducted by Islam, Osman, Othman, and Raihan (2019), transactional leaders employ a range of strategies such as incentives, regulations, and punishments to motivate and guide their teams. Due to the prevailing practice of remunerating workers based on their performance and adherence to organisational norms, there exists a limited impetus for employees to undertake actions aimed at enhancing their overall job contentment. The lack of stimulation is inherent in these types of occupations fails to instil a sense of self-assurance in subordinates and does not actively encourage transformative shifts inside the organisation (Bass & Avolio, 2004).

Transactional leaders exhibit a combination of constructive and corrective behaviours. Constructive conduct is characterised by the provision of contingent rewards, while the corrective dimension involves the implementation of management by exception. The concept of contingent reward encompasses the process of clearly defining the tasks or actions necessary to attain rewards, as well as the use of incentives and contingent rewards as means of exerting influence. The system takes into account the expectations of followers and provides acknowledgment upon the attainment of objectives.

According to Bass (1985), the achievement of desired levels of performance by people and groups can be facilitated by the definition of goals and objectives, as well as the provision of recognition upon goal attainment. Active

management by exception is a leadership strategy in which the leader sets specific standards for compliance and identifies instances of performance that are deemed below standard. This technique may entail the implementation of sanctions on those who do not adhere to the predetermined criteria. This leadership technique involves diligent monitoring of deviations, mistakes, and errors, followed by timely implementation of remedial actions upon their emergence.

Transformational Leadership Style

Leaders who demonstrate the transformational style of leadership primarily focus their efforts on the collective vision of the group, the execution of strategic priorities, the achievement of long-term objectives, the improvement of organisational business processes, and the enhancement of followers' competencies to effectively respond to evolving societal demands (Gyasi-Afful, 2021). The term "transforming leadership" was initially introduced by Burns (1978), marking the first instance in scholarly literature where this concept was formally identified. Transformational leadership is characterised as a reciprocal dynamic wherein individuals engage in mutual stimulation and elevation, resulting in the conversion of followers into leaders and perhaps transforming leaders into moral actors.

The individual expressed that transformational leadership involves establishing a connection between followers and leaders, with the shared objective of enhancing motivation and morality for both parties involved. According to Burns (1978), a transformative leader is characterised as someone who influences, adapts, and enhances the objectives and principles of their

followers with the aim of achieving substantial transformation. Bass (1985) proposed the transformational leadership style, which encourages the pursuit of higher-order demands, such as self-esteem and self-actualization. This leadership strategy is distinguished by its emphasis on attaining outcomes and enhancing follower motivation through the lens of selflessness and the attainment of shared objectives, rather than giving precedence to individual wants.

These individuals can be described as visionary leaders that often exhibit a heightened level of concern and awareness towards the needs of their followers, with the intention of cultivating a shared sense of involvement in ventures that include taking risks (Jung et al., 2008). According to Teshome (2013), transformational leaders place great importance on their relationship with followers and make significant contributions towards fulfilling their individual needs and wants through activities such as coaching, counselling, training, and development. Based on the research conducted by Cummings et al. (2010), it was found and argued that leaders who utilised relational and transformational leadership styles had higher levels of quality results in comparison to leaders who displayed autocratic tendencies.

As per the findings of Katz and Kahn (1978), transformational leaders elicit feelings of trust, admiration, and respect from their followers, thereby serving as a source of motivation for the followers to surpass their initial expectations. These leaders employ various strategies to enhance the followers' comprehension of the importance of task outcomes, encouraging them to prioritize the collective goals of the organisation or team over their interests, and

stimulating their higher-level needs. Additionally, according to Bass et al. (1999), transformational leaders motivate their subordinates to engage in critical thinking and explore innovative approaches to their tasks, thereby fostering intellectual stimulation. Consequently, the altruistic endeavours of individuals lead to a notable enhancement in their performance, contentment, and dedication towards their organization's objectives (Podsakoff et al., 1996).

Bass and Avolio (1994) suggest that a transformative leader is distinguished by the persistent demonstration of hopeful behaviour and communication about prospects. This entails proficiently communicating a captivating vision for the future and delivering a captivating portrayal of organisational transformation. Leaders of this nature are renowned for their ability to inspire and motivate their subordinates, while also promoting the acceptance of challenges and cultivating a sense of unity and camaraderie within both individual and group settings. As stated by Bass et al. (1997), leaders inspire their followers to envision desirable future circumstances, both for the organisation and for themselves.

According to Bass (1990), a theoretical framework was proposed that encompasses four key behaviours or components linked to transformational leadership. These components include charisma, inspiring drive, intellectual stimulation, and individual consideration. Charisma, alternatively known as idealized influence or traits, is characterised by the possession of a captivating vision and a robust sense of purpose. Humphreys and Einstein (2003) assert that charismatic leaders utilise tactics that are designed to cultivate a sense of pride

inside the group, hence building respect and trust among its members. The display of charismatic behaviour possesses the capacity to motivate individuals who follow to go beyond their interests for the betterment of the entire group, creating a feeling of assurance that obstacles will be overcome and cultivating a belief in the achievement of collective goals (Conger & Kanungo, 1998).

Charismatic leaders elicit a considerable level of confidence and trust from their followers due to their distinct attitude towards collaborative endeavours (Howell & Avolio, 1992). Inspirational motivation often accompanies charm and entails a leader's endeavour to establish elevated benchmarks, so becoming a symbol of emulation. According to Bass (1985), followers regard their inspirational leader as someone who offers emotional appeal to enhance awareness and comprehension of mutually valued objectives. According to Bass (1985), this phenomenon is distinguished by the transmission of elevated expectations, the utilisation of symbols to concentrate endeavours, and the articulation of significant objectives in a straightforward manner. According to Bass (1985), intellectual stimulation serves to offer followers thought-provoking novel concepts, fostering a departure from conventional modes of thinking.

The leader is commonly identified as someone who advocates for the cultivation of intelligence, the application of rationality, the practice of logical thinking, and the implementation of meticulous problem-solving techniques.

According to Bass and Avolio (1994), the traits encompass the inclination to seek diverse views while addressing difficulties, proposing novel approaches to approaching tasks, and promoting the reevaluation of ideas that have not been

previously challenged. The leader fosters an environment that promotes innovation and creativity among the followers through the practice of challenging assumptions, reframing challenges, and adopting novel and diverse approaches to familiar circumstances.

The fourth dimension of transformational leadership is commonly referred to as "individual consideration." This dimension focuses on the development of followers through coaching and mentoring, as noted by Bass (1985) and Bass & Avolio (1990). The leader demonstrates a keen awareness of the varying characteristics and traits exhibited by the followers and assumes the role of a mentor to guide and support them. According to Bass and Avolio (1994), the individual in question engages in the facilitation of others' strengths development, while also demonstrating active listening skills towards the concerns expressed by others. Individual followers are given personalised treatment to promote their personal growth and improve their ability to effectively address their objectives and obstacles (Bass, 1985).

Employee Performance

To thrive in the contemporary competitive business landscape, businesses must implement a range of techniques aimed at augmenting employee productivity within the workplace. Prasetya and Kato (2011) define employee performance as the result of employees' efforts to effectively carry out their assigned duties, hence contributing to the achievement of the organization's predetermined goals and objectives. Tandoh (2011) asserts that the ultimate result of an organisation, regardless of its success or failure, is dependent on the

performance and contributions of its workforce. According to Motowidlo and Kell (2012), employee performance can be defined as the overall expected contribution that an individual makes to a firm through distinct behavioural events that take place within a certain timeframe.

According to Al Mehrzi and Singh (2016), the concept of "performance" in the organisational context pertains to the degree of accomplishment attained by an individual in carrying out their duties within a specified period, in relation to alternative options such as work norms, objectives, or predetermined benchmarks. The study conducted by Yang, Lee, and Cheng (2016) posits that performance can be conceptualised as the observable behaviours or lack thereof displayed by an employee. According to Shmailan (2016), employee performance can be defined as the demonstrated level of competence displayed by individuals in the execution of their assigned responsibilities. The author argues that performance is a complex concept that is shaped by various factors, including employees' perceptions of their work environment and the nature and amount of compensation they get.

As asserted by Razak, Sarpan, and Ramlan (2018), the concept of employee performance pertains to the extent of accomplishment, encompassing both the quality and quantity aspects, demonstrated by an employee in effectively carrying out their designated obligations and tasks. Torlak and Kuzek (2019) define the notion of person performance as the degree of effectiveness demonstrated by an individual in the execution of their work duties. Anyango (2015) undertook a study to empirically examine the performance of employees

within the Bank of Africa in Kenya. The study's findings indicated that the employees demonstrated performance levels that beyond the usual criteria.

Empirical Review

This section of the study undertakes a thorough review of the existing literature on Leadership style and employee performance. The review took into consideration the methodological approach, the analytical tools, and the software employed the findings that emerged as well as the conclusion drawn from each study. This was done to enable the researcher to identify relevant gaps in the extant literature and inform the selection of an appropriate methodological approach that best suits the present study. The researcher prioritized recency order in the review of the relevant related literature as it ensues.

Laissez-faire Leadership Style and Employee Performance

In a study conducted by Chowdhury (2014), the aim was to investigate the impact of the laissez-faire leadership style on motivation and commitment. The study sought to determine whether this leadership style might be used as a predictor of group or organisational performance. The study adhered to the positivist paradigm, which provided an unbiased understanding of reality that facilitated the critical evaluation of claims and the confirmation of their truthfulness. The utilisation of a pre-designed questionnaire simplified the application of a quantitative research technique. A total of 326 surveys were employed for data processing and analysis. The data was evaluated using the IBM SPSS Statistics Software. The researcher carried out an observation which demonstrated that the laissez-faire leadership style hurts the level of worker

dedication. However, the study conducted by Chowdhury (2014) did not examine the impact of the laissez-faire leadership style on employee performance. Furthermore, the author did their investigation in India.

Anyango's (2015) study aimed to examine the impact of the laissez-faire leadership style on employee performance inside the Bank of Africa in Kenya. The research methodology employed in this study was a cross-sectional descriptive survey. Out of the 300 surveys that were delivered, 80 structured questionnaires were gathered. The findings derived from Pearson's correlation and regression analysis demonstrate a moderate positive link between the laissez-faire leadership style and both employee performance and overall performance. However, the study undertaken by Anyango (2015) mostly concentrated on the context of Kenya, so neglecting the unique characteristics of the Ghanaian context. Furthermore, Anyango demonstrated a preference for the well-being of employees in the banking sector, while overlooking individuals engaged in the cocoa industry.

The main aim of the study conducted by Malcalm and Tamatey (2017) was to assess the impact of laissez-faire leadership on the performance of public sector employees in Ghana. The study employed a mixed methods approach. The survey included a total of 921 individuals who were employed by the Ghana Atomic Energy Commission. The study employed a conventional random sampling process to choose the participants. The study employed a questionnaire as the primary tool for collecting data. Analysed using IBM SPSS Statistics, the data underwent statistical analysis. The study conducted by Anyango (2015) in

Kenya found that the laissez-faire leadership style had no statistically significant impact on employee performance, as determined using regression analysis. Nevertheless, the study carried out by Malcalm and Tamatey had a narrow scope, concentrating just on experts associated with the Ghana Atomic Energy Commission, while overlooking persons working in the cocoa industry.

The study done by Basit, Sebastian, and Hassan (2017) sought to investigate the influence of a laissez-faire management style on production. To accomplish this goal, the researchers utilised a convenience sampling technique and chose a sample of 100 employees from a private company located in Selangor, Malaysia. The study utilised quantitative methodologies and employed a questionnaire as the primary instrument for data gathering. The statistical analysis was conducted using the IBM SPSS software. Unlike the studies undertaken by Anyango (2015) in Kenya and Malcalm and Tamatey (2017) in Ghana, the regression analysis conducted by Basit et al. demonstrated a significant positive impact of a laissez-faire leadership style on employee performance. Nevertheless, it is important to note that the poll was exclusively administered to individuals employed within a privately owned Malaysian business. Furthermore, the study focused solely on the Malaysian environment, neglecting the Ghanaian situation.

Mwombeki (2017) utilised a quantitative research methodology in his investigation done at the Computing Centre of the University of Dar es Salaam in Tanzania. The study employed a descriptive research design, notably utilising a cross-sectional design. Additionally, the research utilised a simple random

sampling technique. This study employed a widely recognised questionnaire to collect the requisite data. The data analysis was performed via IBM SPSS Statistics. The Pearson correlation coefficient was employed to conduct data analysis.

The results of this study are consistent with the initial investigation carried out by Basit et al. (2017) in Malaysia, suggesting that the predominant laissez-faire leadership approach at the central office had a beneficial influence on employees' capacity to fulfil assigned duties. Mwombeki's scholarly work significantly contributes to the extant literature. However, it is important to acknowledge that the author primarily concentrates on those employed at a computing facility situated in Tanzania, with relatively less emphasis placed on the cocoa sector. Additionally, it is noteworthy to mention that Mwombeki did his research in Tanzania, providing an alternate contextual perspective distinct from the Ghanaian one.

Mohamed et al. (2018) conducted a study to examine the effects of a hands-off management approach on productivity within the Somali National Civil Service Commission. The study employed a descriptive research methodology. A total of 44 respondents were surveyed utilising a structured questionnaire as the study instrument to collect data. The collected data was subsequently analysed using IBM SPSS Statistical Software. According to a preliminary study conducted by Nidadhavolu (2018) in India, the results revealed that the laissez-faire leadership style had a positive impact on employee performance. Nevertheless, their inquiry concentrated solely on individuals employed in the public sector,

disregarding those who were active in the cocoa industry. Furthermore, it is crucial to recognise that the study was conducted in Kenya.

Transactional Leadership Style and Employee Performance

Multiple global studies have been conducted to investigate the relationship between transactional leadership and performance, yielding varied outcomes. A notable example is the quantitative study conducted by Voon, Lo, Ngui, and Ayob (2011) which examined the impact of leadership styles on job satisfaction in public sector organisations in Malaysia. The study utilised a descriptive survey methodology, where data was collected by distributing questionnaires. The data underwent analysis utilising statistical methodologies, including regression and correlation, to discern underlying trends. The findings of the study indicated a marginal beneficial impact of transactional leadership on the levels of job satisfaction among employees. Therefore, one may argue that transactional leadership lacks reliability as a predictor of increased levels of employee engagement or productivity.

Sithole and Sudha (2014) did a study to investigate the correlation between a leader's transactional approach and the techniques used by employees to leave their jobs. Equally crucial was the need to ascertain the elements that employees cited as the driving force for their departure. The study utilised a descriptive survey design and employed quantitative methods; yet, it lacked a theoretical framework. For the purpose of this study, a random sample of 180 software engineers engaged in IT businesses was selected. Correlation analysis was utilised to analyse the data obtained from a carefully designed survey. The

study findings unveiled a noteworthy association between the transactional leadership style and employees' inclination to depart from their present firm. This suggests that the implementation of this approach does not offer support to employees, hence negatively impacting their productivity and motivation. As a result, certain persons consider the potentiality of tendering their resignations from their respective posts.

In a study conducted by Abdilahi (2016), the relationship between managerial style and productivity was examined within Dashen Bank, located in Addis Abeba, Ethiopia. The study utilised a descriptive quantitative methodology. The study's population consisted of 159 employees, ascertained using a census. The researchers utilised surveys as a way for collecting data, thereafter putting the collected information to analysis utilising regression and correlation methodologies. The statistical study yielded a p-value of 0.165, which is above the predetermined significance level of 5%. This suggests that there is a weak positive link between transactional leadership and employee performance. The researchers reached the conclusion that the influence of transactional leaders on workers' productivity was not shown to be statistically significant.

A study was undertaken in 2017 by Veliu, Manxhari, Demiri, and Jahaj to investigate the effects of different leadership styles on labour productivity. The primary aim of this study was to investigate the influence of several leadership styles, including authoritarian, bureaucratic, charismatic, democratic, laissez-faire, transformational, and transactional leadership, on worker productivity within the specific setting of Kosovo. The study adopted a quantitative research approach

but did not disclose the specific technique used or the theoretical framework it was based on.

The research utilised a direct sampling technique to collect data from a sample of 150 business owners and executives operating within the private sector of Kosovo. A total of 110 participants responded to the survey to validate the dependability of the collected data. Moreover, the research conducted by Veliu et al. (2017) employed correlation and multiple regression methodologies to examine the data and fulfil the research objectives. The results of this study indicate that, when compared to other leadership styles, there is no statistically significant correlation ($p > 0.05$) between transactional leadership and employee performance. This is supported by a beta coefficient of 0.638. The use of a transactional leadership approach inside the private sector of Kosovo did not yield discernible enhancements in managerial performance.

Transformational Leadership Style and Employee Performance

The research undertaken by Voon et al. (2011) investigates the correlation between leadership styles and employee well-being in Malaysian government organisations using quantitative research methodologies. The study employed a descriptive survey methodology, with data being gathered through the distribution of questionnaires. The data underwent analysis utilising statistical methodologies, including regression and correlation, intending to discern trends. The available empirical research indicates that the adoption of transformative leadership has a significant and favourable effect on the general well-being and happiness of

employees within the organisational setting. The inference can be made that this methodology is suitable for guiding governmental entities.

Following other scholarly investigations, the current study produced comparable results (Ojokuko, Odetayo, & Sajuyigbe, 2012; Sadeghi & Pihie, 2012). The study undertaken by Ojokuko et al. (2012) aimed to investigate the influence of different leadership styles on the performance of banks in Nigeria. The results indicated a significant and favourable correlation between transformative leadership and enhanced productivity. In addition, Omar (2013) employed structural equation modelling as a research tool to examine the correlation between a leader's transformative leadership style and the degree of employee engagement. The current investigation employed a quantitative approach and a research design focused on establishing causal relationships.

Data from the participants was obtained by administering questionnaires and later subjected to analysis using descriptive statistics, including means and standard deviations, as well as inferential statistics. The results suggest that when employees are led by a transformative leader, they tend to report higher levels of job satisfaction, which in turn has a positive impact on their productivity. In addition, a quantitative study was undertaken by Shafie et al. (2013) to investigate the correlation between leadership style and performance in a Real Estate registration agency situated in Tehran Province. The researchers utilised the descriptive correlation methodology to investigate the association between transformational leadership style and employee performance.

The target demographic comprised a sample size of 1,000 individuals who were employed by the Tehran Estate Registration. A sample size of 207 workers was determined using the Cochran sampling method. The data obtained from the participants was gathered through the distribution of questionnaires and thereafter subjected to analysis to find any patterns or associations. Numerous studies have provided evidence supporting the notion that the adoption of transformational leadership strategies has favourable outcomes in terms of employee performance. Significantly, the most noteworthy results are noticed when transformative leadership prioritizes pragmatism and the cultivation of professional growth.

A study conducted by Ariyabuddhiphongs and Kahn (2017) employed a quantitative methodology to investigate the correlation between transformative leadership and turnover intention. The study focused on trust and job performance as the factors of interest. The study included a sample of 187 randomly selected cafe workers in Bangkok, Thailand. The hypothesis proposed that there would exist a mediating influence of trust and work performance in the connection between transformative leadership and turnover intent, leading to a negative correlation with transformational leadership. The current study was based on the use of the descriptive survey methodology and the implementation of the Path Goal theory of leadership. The researchers utilized statistical methods, including correlation and regression analysis, to examine the data collected from carefully designed surveys. The results suggest that there is a detrimental correlation between transformative leadership and employees' inclination to resign from their current position, with job performance acting as a mitigating factor in this

connection. This suggests that businesses in which managers implement this specific management style are more likely to see higher rates of employee performance.

The study done by Veliu et al. (2017) examined the influence of different leadership styles on employee performance in enterprises operating in Kosovo. The findings of this study indicate that the transformational leadership style demonstrates statistical significance and a strong predictive ability in evaluating employee performance. This can be attributable to its holding of a statistically significant value of (.002, $p < 0.05$) at a significance level of 5%. The research suggests that managers should use a transformative leadership strategy to enhance employee performance, along with past academic investigations. The outcome stated in this assertion contradicts the conclusions drawn from Abdilahi's (2016) study, which revealed a weak correlation among the different elements.

Lessons learnt from empirical studies

The analysis revealed that a predominant number of empirical research studies utilised a quantitative and descriptive survey methodology. The application of this validated methodology in scientific research enabled the writers to perform their experiments in an unbiased manner. The current study will apply a quantitative methodology, notably adopting an explanatory research design rather than a descriptive research design. This methodology will depend on the utilization of dependable data and statistical analysis to unveil impartial discoveries. The results suggest that the influence of the transformational

leadership style on employee performance is more significant in comparison to the impacts of laissez-faire and transactional leadership styles.

The majority of the empirical studies analyzed in this study employed a research questionnaire as a method for collecting primary data and acquiring firsthand information. The present study utilized measurement scales that were derived from prior empirical investigations to ascertain statistical evidence for the reliability and validity of the measurements. Data processing technologies were extensively employed for the examination of research investigations that collected primary data. The increasing statistical acceptability and widespread utilization of SPSS as a viable analytical tool for such inquiries.

Conceptual Framework

The following section elucidates the conceptual framework employed in this investigation. A conceptual framework serves as a representation of the researcher's conceptualization of how a study is investigated. This study focuses on well-established theories that encapsulate the results of extensive research on the mechanisms behind many phenomena. The conceptual framework serves to illustrate the connections among the variables under investigation, aligning with the hypotheses made in the study. This study's conceptual framework is shown in Figure 1.

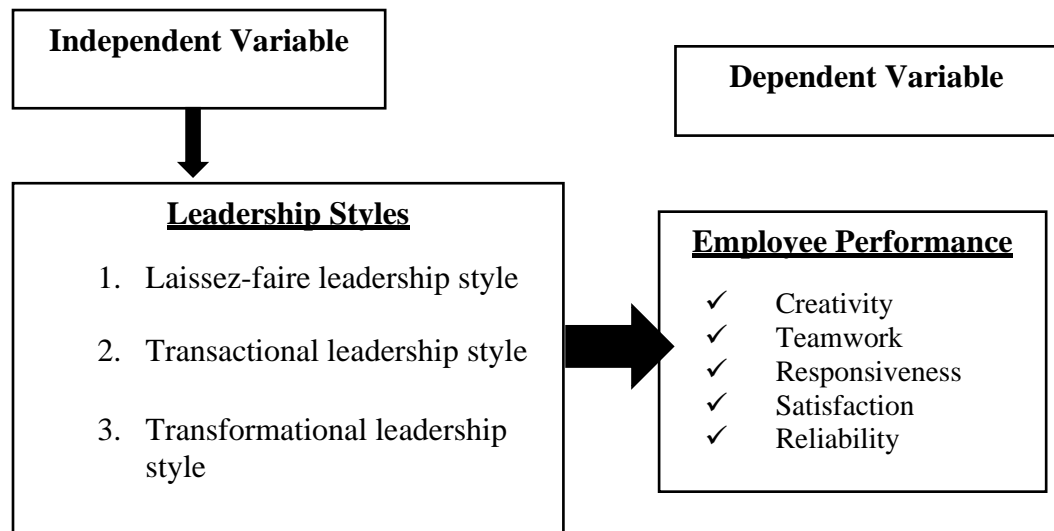


Figure 1: Conceptual framework of the study

Source: Author's Construct (2022)

The examination of the Figure indicates a distinct correlation between the laissez-faire leadership style and employee performance, so substantiating Hypothesis 1 as posited in this dissertation. Similarly, the correlation between the transactional leadership style and employee performance supports Hypothesis 2. The correlation between the transformative leadership style and employee performance is consistent with the third hypothesis.

Chapter Summary

This chapter presents an overview of the literature review, focusing on its relevance to the major issue of the study. Significant emphasis was placed on the examination of theoretical perspectives, conceptual considerations, empirical evaluations, and the development of a conceptual framework. The primary objective of this chapter is to present a comprehensive review of relevant literature that can serve as a basis for conducting empirical tests. This review will

involve comparing the findings of the study to previous empirical assertions and providing sufficient information to facilitate a clear grasp of the important topics explored in the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The primary aim of this research was to examine the influence of leadership style on employee performance in the Twifo Hemang Lower Denkyira District. The main focus of this chapter revolved around the methodologies utilized in the inquiry. The manuscript outlines the procedures, equipment, and techniques utilized for the gathering and examination of data to investigate the research question. The research methodology, demographic parameters, sample size, and sampling techniques were subjected to rigorous critical review. This chapter contains the study technique, data analysis methodologies, and ethical considerations. The following section presents a summary of the methodologies utilized for the collection and analysis of data. The final portion of the chapter encompassed a thorough analysis of the ethical considerations relevant to the research.

Research Design

Sekaran and Bougie (2016) and Saunders and Lewis (2007) propose a categorization of research design into three unique classifications: exploratory, descriptive, and explanatory. These classifications are determined based on the desired purpose of the study. Creswell (2014) asserts that research designs cover analytical strategies utilized in qualitative, quantitative, and mixed methodologies research, providing comprehensive direction for the execution of diverse research activities. Paquot and Plonsky (2017) assert that a research design functions as a

complete blueprint that delineates the precise approach or strategy for data gathering that a researcher would employ to achieve the study's objectives. The research design functions as a thorough framework for building a correlation between relevant and viable research topics and the actual process of investigation (Sekaran & Bougie, 2016).

According to Saunders and Tosey (2013), it is important to recognise and utilize three main types of research designs: exploratory, descriptive, and explanatory, which is commonly employed in various fields of study. The need of recognising that each study design possesses a unique application was underscored. Creswell and Creswell (2005) assert that exploratory research designs are specifically developed for investigations aimed at uncovering novel information and outcomes by exploring the nature of a phenomenon. This exploratory method is frequently utilized in qualitative research to extract information pertaining to the unknown.

In a similar vein, Nassaji (2015) provided more support for the assertions made by Dulock (1993), Lans and Van der Voordt (2002), and Cantrell (2011) regarding the suitability of the descriptive research approach for the purpose of enhancing the organisation and summarization of data. The descriptive nature frequently assists researchers in the identification, description, and evaluation of the characteristics of a community of individuals in any given context (Simon, 2011). Lastly, there is the explanatory design, which is appropriate for inquiries that seek to establish causal relationships between concepts or variables under study (Subedi, 2016).

The study utilized an explanatory research design, which was selected based on the nature of the research difficulties, study aims, and research questions. Furthermore, the justification for employing this research design in the investigation of the causal connection between leadership styles and employee performance in the Twifo Hemang Lower Denkyira District was provided by the study's rationale. As stated by Hardy and Williams (2011), the selection of the research design should be made with careful consideration of the study's overarching paradigm, contextual factors, and research challenge. The design employed in the study was explanatory in nature. The study's conclusions were derived using an explanatory design.

According to Kekeya (2016), the process of explanatory analysis encompasses more than just data collection. The characterization of the problem, selection of data collection tools, data processing methods, data analysis techniques, and evaluation procedures significantly influence the research outcomes, enabling the provision of answers to research inquiries and the formulation of precise conclusions. The explanatory character of research often aids researchers in identifying the causal relationship between the variables under investigation.

Research Approach

A research approach refers to the overall strategy and procedures used to conduct research. It encompasses the methods of data collection, data analysis, and the theoretical framework guiding the study. Qualitative analysis encompasses several methods of data collecting, including observation, case

studies, interview guides, and literature reviews (Yates, 2014). Qualitative analysis involves the researcher collecting data by conducting individual interviews with members of the project management committee, contingent upon the outcomes derived from the quantitative survey. Therefore, the data collection process associated with this specific methodology is distinguished by a substantial time commitment, leading to a reduced sample size. The mixed methods approach is a research methodology that encompasses the systematic gathering, examination, and synthesis of both quantitative and qualitative data within a singular investigation, with the objective of augmenting comprehension and tackling the research subject (Creswell & Poth, 2016).

Creswell, Ivankova, and Stick (2006) contend that the use of both qualitative and quantitative methodologies in a research study is necessary, as each methodology alone lacks comprehensive coverage. By leveraging the integration of quantitative and qualitative data, researchers can achieve a more holistic comprehension of the patterns and complexities associated with a certain event. The selection of the quantitative technique for this study was based on its congruence with the investigation's aims. The selection of a quantitative methodology was considered suitable in light of the requirement to examine causal relationships between variables, as demonstrated in the current study (Saunders, Lewis & Thornhill, 2009). The current study employed an explanatory research methodology to examine the influence of leadership styles on employees' performance.

Study Unit s

Located around 80 kilometres north of Cape Coast, the Twifo Hemang Lower Denkyira District is one of the twenty-two (22) MMDAs that make up the Central Region of the Republic of Ghana. The District was carved from now Twifo Atimorkwa in June 2012. It shares boundaries with six other districts namely Mpohor Wassa East to the West, Assin South to the East, Upper Denkyira to the North Abura Asebu -Kwamankese to the south-east, the Komenda -Edina Eguafo-Abriem Municipal to the south-west, Abura Asebu -Kwamankese district to the south-west, and the Cape Coast Metropolitan Assembly to the south. Twifo Hemang is the administrative and political capital of the district and has three (3) area councils namely Hemang, Wawaase and Jukwa. Twifo Hemang Lower Denkyira District has a population of 66075 according to the 2021 Population and Housing Census (District Statistical Office) and with two Paramountcies, namely Twifo and Denkyira.

The Twifo Hemang Lower Denkyira District has 13 registered government institutions, civil society organizations with a membership of about 1,500 people, and 102 local government staff (DHRM 2023). Based on their mode of operations, civil society organizations in the district can be into faith-based organizations, traditional authority, occupational associations and non-governmental organizations. Civil society organizations are engaged in social service delivery, charity, governance, and occupational and spiritual support activities in the district (Department of Social Welfare DSWO 2022). Out of the Twenty-Five (25) assembly members in the Twifo Hemang Lower Denkyira District, seventeen (17) are elected and 8 are appointed by the president.

Population

Leedy and Ormrod (2010) posit that the population is seen as the focal group for which the researcher endeavours to collect data and formulate conclusions. According to Asiamah, Mensah, and Oteng-Abayie (2017), Chaudhury defined the research population as "a complete group from which certain knowledge needs to be acquired." According to Robson (2002), it is possible to include not only the term "population," but also factors such as the circumstances under which persons may be interviewed, as well as specific dates and locations. According to Sekaran and Bougie (2016), the term "population" refers to the complete set of individuals, activities, or things that are of interest to the researcher and are intended to be analysed. The research focuses on the entire employee population at the Twifo Hemang Lower Denkyira District assembly. The study encompasses a population of 104 employees who are listed in the records of the human resource department of the Twifo Hemang Lower Denkyira District assembly. Implying that the entire staff strength of the assembly was engaged in the study.

Sample Size and Sampling Procedure

According to Creswell (2016), a sample refers to a reduced subset of a broader population. The sample has attributes that are representative of the entire population. As stated, the study sample refers to the specific subset of the population that was chosen to conduct the research. Sampling refers to the deliberate and systematic process of selecting a substantial sample size to uncover characteristics or features that are typical of the complete population or a relevant

subset of the population (Mugo, 2012). The term "sampling system" is used to describe the methodology employed to obtain a sample from a population or collection of units (Mugenda, 2003). The sample size of a sampling unit refers to a set of sampling components that have been selected from the population in a manner that ensures fair representation of the population (Garson, 2012). Sampling refers to the process of selecting a subset of individuals or units from a larger group or population to make inferences about particular characteristics or elements of the entire group or population (Malhotra, Birks, & Wills, 2013). The determination of sample size should be based on statistical formulas that are suitable for the study or on tables that provide suggested sample sizes for various demographic characteristics (Krejcie & Morgan, 1970).

The study engaged a total of three hundred and four (104) staff of the Twifo Hemang Lower Denkyira District assembly. Implying that no sampling was carried out and that the researcher resorted to the census techniques as a way of getting respondents to partake in the study. A census technique is employed when the researcher engages an entire population to partake in a given study (Sekaran & Bougie, 2016). The census technique allows for all the units of the analysis to be included in the study to offer more opportunities for all to participate in a given study. As far as the generalisation of findings is concerned, the census method gives study results that are more representative of the study area, due to its inclusiveness.

Data Collection Instrument

The study utilised a structured questionnaire as the data gathering method. A questionnaire is a method of surveying that involves using a standardised set of questions to gather information from individuals (Polit & Beck, 2008). Plano Clark (2010) asserts that the utilisation of a questionnaire has several notable benefits. These advantages encompass the ability to effectively contact a substantial number of respondents, the potential to mitigate interviewing expenses, the capacity to minimise interviewer biases, and the convenience of a swift and straightforward implementation process. Nevertheless, it is important to acknowledge that this particular instrument does include certain limitations. These limitations encompass concerns regarding the intelligibility of the instrument, the relatively low rates of response it elicits, and the potential for literacy-related challenges (Kaplan & Saccuzzo, 2017). Notwithstanding these limitations, the questionnaire was ultimately utilised due to its widespread acceptance as a reliable instrument for gathering quantitative data in research studies.

In section A, the researchers collected demographic information from the participants, while section B focused on obtaining the participants' perceptions of the leadership style(s) of the district assembly. Furthermore, it should be noted that Section C encompassed various components about employee performance. The materials presented in Sections B-C were strategically developed to effectively address the study's primary, secondary, and tertiary research goals. It is important to highlight that the items in Section A-B are evaluated utilising a 5-point rating system, where a rating of 1 signifies the minimum level of agreement

and a rating of 5 signifies the maximum level of agreement. The choice of this specific scale was determined by its congruence with the research goals of the study. The preference for this method stems from its suitability in performing descriptive statistics, such as calculating means and standard deviations, as well as inferential statistics, such as correlation and regression analysis (Creswell & Creswell, 2017).

Validity and Reliability

The study utilised various methods to validate and refine the research instrument (questionnaire) to ensure its reliability and validity. The matter of face validity was addressed by a rigorous procedure that included the participation of peers with extensive research expertise. The assigned persons were responsible for conducting a meticulous examination of the questionnaires with the aim of identifying and rectifying any potential issues that might have been present. To confirm the content validity of the instrument, it received a thorough review by an expert supervisor. This examination aimed to identify and address any required final revisions prior to its use. Conversely, reliability refers to the extent to which a measuring instrument consistently demonstrates internal consistency over a defined period of time (Saunders, 2014).

This implies that an instrument can be considered reliable if it consistently produces consistent results when used to evaluate concepts among identical or similar persons, even when administered by different researchers. Reliability refers to the degree to which a data gathering instrument or approach produces consistent results (Creswell, 2014). In order to verify the dependability of the

research tool used in the study, a reliability test was conducted and the resulting Cronbach alpha coefficient was provided in the introduction of the following chapter. Scholarly literature typically recognises that a measurement tool is deemed to possess sufficient reliability when its Cronbach's alpha coefficient is 0.7 or above.

Data Collection Procedures

Before the commencement of data collection, a formal authorization letter was endorsed by the head of the human resource department of the University of Cape Coast. The purpose of implementing this measure was to mitigate any potential scepticism among respondents regarding the overall reliability and validity of the data collection process. Following the acquisition of consent from the relevant authorities, the questionnaires were randomly disseminated to the respondents. The survey was distributed to the personnel of the assembly to elicit their responses. To optimise the response rate and ensure timely data collection, a period of eight (8) working days was designated for the exercise. Following the designated time frame, the questionnaires were retrieved. One of the primary challenges faced during the exercise was the lack of cooperation from certain personnel in participating in the data-gathering process. This reluctance stemmed from a variety of factors, including rigid schedules and concerns regarding the confidentiality of the information being gathered. Nevertheless, this challenge was mitigated by acknowledging and addressing the concerns of the participants. For instance, the survey was administered to the employee at their designated break periods, accommodating their demanding schedules.

Data Processing and Analysis

Following the completion of the data collection process, rigorous measures were implemented to ensure the credibility of the data through thorough editing and verification, thereby guaranteeing the absence of errors. Therefore, before the commencement of coding and data processing, all questionnaires that were found to be incomplete or inconsistent were suitably removed. The data that was free of errors was further analysed using the Structural Equation Modelling (SEM) Partial Least Squares (PLS) 3. Furthermore, the data that had undergone processing was next subjected to quantitative analysis utilising descriptive and inferential statistical methodologies, including the calculation of percentages, frequencies, means, and standard deviations, as well as the examination of correlation and regression. The findings were provided in tabular format and thereafter analysed and discussed in the fourth chapter.

Ethical Consideration

Bless and Higson-Smith (2000) proposed several key principles for data gathering, including voluntary participation, privacy rights, freedom, anonymity, and secrecy. One of the ethical concerns encountered in the study pertained to the apprehension expressed by certain respondents regarding the potential disclosure of their ideas, leading them to abstain from participating. Nevertheless, the ethical dilemma was effectively resolved through the use of measures that guaranteed both anonymity and secrecy for all those involved. To safeguard individual freedom, participants were provided with complete autonomy to decide whether or not to complete the questionnaire. Participants who demonstrated a

comprehensive comprehension of the questionnaire and expressed a desire to avoid any external influences were granted the opportunity to independently complete the questionnaires, so safeguarding their right to privacy. The study and its corresponding methodologies were conducted by the aforementioned ethical issues to obtain precise data from participants.

Chapter Summary

As a result of this, the study's methodology was thoroughly examined, including the study's geographical setting, research designs, study population and sample techniques as well as the instruments utilised and the data collecting and analysis procedures. The quantitative method and the approach to the study's intent were demonstrated in this chapter. The study used the census sampling technique in selecting its respondents. this portion, the study's validity and reliability were decided. The use of mean and standard deviation for descriptive-related objectives and regression for inferential-related objectives of the analysis is also listed in the chapter. The measuring instruments and the study's ethical standards were also discussed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents a summary of the results based on the precise research goals and the hypothesis that drove the study. The research findings are based on an examination of the demographic characteristics of participants, the level of employee performance, and the influence of leadership styles on the performance of employee members at the Twifo Hemang Lower Denkyira District Assembly. Consequently, a comprehensive analysis of the responses to each research query and research proposition has been presented. All 104 surveys that were distributed were completed and returned by the respondents. Hence, the study achieved a response rate of 100%.

Demographic Data

This section included an overview of the demographic features exhibited by the participants. In this analysis, statistical procedures such as descriptive tools (namely frequencies and percentages) were employed. The demographic variables that were examined encompassed age, gender, job title, professional tenure, and educational attainment of the employees. The inclusion of demographic characteristics in the study was considered significant as it allowed for an assessment of the respondents' level of maturity, authority, and freedom. This evaluation was crucial in determining the reliability and accuracy of the information provided by the respondents, which in turn served as the foundation for the researcher's decision-making process.

Table 1: Demographic Characteristics of Respondents

	Details	Freq	%
A1	<i>Gender</i>		
	Female	24	23.1
	Male	80	76.9
A2	<i>Age (Years):</i>		
	25-30	5	4.8
	31-35	18	17.3
	36-40	25	24.0
	41-45	35	33.7
	Above 45	21	20.2
A3	<i>Number Of Years Worked:</i>		
	1- 5	25	24.0
	6-10	48	46.2
	11-15	15	14.4
	16-20	7	6.7
	Above 20	9	8.7
A5	<i>Level of education</i>		
	Certificate	5	4.8
	Diploma	66	63.5
	Degree	29	27.9
	Postgraduate	4	3.8

Source: Field Survey, (2023).

According to the data presented in Table 1, it can be observed that out of the total sample size of 104 respondents, 24 individuals (23.1%) identified as female, while the remaining 80 respondents (76.9%) identified as male. Therefore, the study was predominantly conducted by males. In the study, a total

of 5 respondents (equivalent to 4.8%) fell within the age range of 25-30 years, while 18 respondents (representing 17.3%) were categorised as being between 31-35 years old. Additionally, 25 respondents (accounting for 24.0%) were classified as falling within the age range of 36-40 years, while 35 respondents (representing 33.7%) were categorised as being between 41-45 years old. Lastly, 21 respondents (equivalent to 20.2%) were identified as being above the age of 45 years. The findings indicated that a significant proportion of the participants possessed a high level of maturity, energy, and experience, enabling them to provide educated insights and contributions to the study.

In relation to the duration of respondents' tenure at the institution, the findings indicate that 25 individuals, accounting for 24.0% of the sample, have been affiliated with the organisation for a period ranging from 1 to 5 years. Additionally, 48 respondents, representing 46.2% of the sample, have reported a tenure of 6 to 10 years. Furthermore, 15 participants, constituting 14.4% of the sample, have indicated a duration of 11 to 15 years. Moreover, 7 respondents, accounting for 6.7% of the sample, have reported a tenure of 16 to 20 years. Lastly, 9 individuals, representing 8.7% of the sample, have reported a tenure of 20 years or more. The findings revealed that the participants possess the requisite expertise to contribute to the study.

The findings presented in the table reveal that a total of 5 respondents, constituting 4.8% of the sample, possessed a certificate. Furthermore, the data indicates that 66 respondents, accounting for 63.5% of the participants, held a diploma. Additionally, 29 respondents, representing 27.9% of the sample,

possessed a degree, while 4 respondents, constituting 3.8% of the participants, possessed a postgraduate certificate.

Influence of Leadership Styles on Employee Performance

PLS-SEM Analysis

This section provides the results of the objectives, employing the PLS-SEM bootstrap method as described by Ringle et al. (2022). According to Ringle et al. (2015), the evaluation of Partial Least Squares Structural Equation Modelling (PLS-SEM) encompasses two main components: defining the observable variables and assessing the structural model. Initially, the researcher evaluated the PLS-SEM model utilising the PLS-SEM algorithm. Subsequently, a bootstrap analysis was conducted with 5,000 iterations to provide regression data with a significance level of 5%. The utilisation of the structural model is contingent upon the assurance provided by the measurement model that the constructs possess satisfactory indicator loading, convergent validity, composite reliability, and discriminant validity (Hair et al., 2019). The process of evaluating structural models entails the study of path coefficients and their statistical significance. Following the verification of the measuring indicators, the outcomes about each target have been articulated and scrutinised.

The utilisation of this spatial analysis tool facilitates the visual scrutiny of the associations between variables of significance, with the objective of allocating resources in a prioritised manner. The study employed various constructs, namely the Laissez Faire Leadership Style (LFLS), Transactional Leadership Style (TLS), Transformational Leadership Style (TFLS), and Job Performance (EP). Various

metrics were employed to assess these latent variables. In this study, the Laissez Faire Leadership Style (LFLS) was assessed using a set of six items. The Transactional Leadership Style (TLS) was evaluated using a set of ten items, while the Transformational Leadership Style (TFLS) was measured using a set of ten items as well. Job Performance (EP) was assessed using a set of eight items.

The initial PLS diagram incorporated the exogenous latent variables of Laissez Faire Leadership Style, Transactional Leadership Style (TLS), and Transformational Leadership Style (TFLS), alongside the endogenous latent variable of Job Performance (EP). Any items that had a loading below 0.7 for any of the three latent variables were excluded from the analysis following the execution of the PLS algorithm. The outcomes of the Partial Least Squares (PLS) algorithm are presented in Figure 1.0. The items (LFL4, LFL4, LFL6, T LS7, TLS8, TLS9, TLS10, TFS1, TFS8, TFS8, TFS9, TFS10, EP1, EP2) were found to be below the threshold of 7.0 and therefore eliminated.

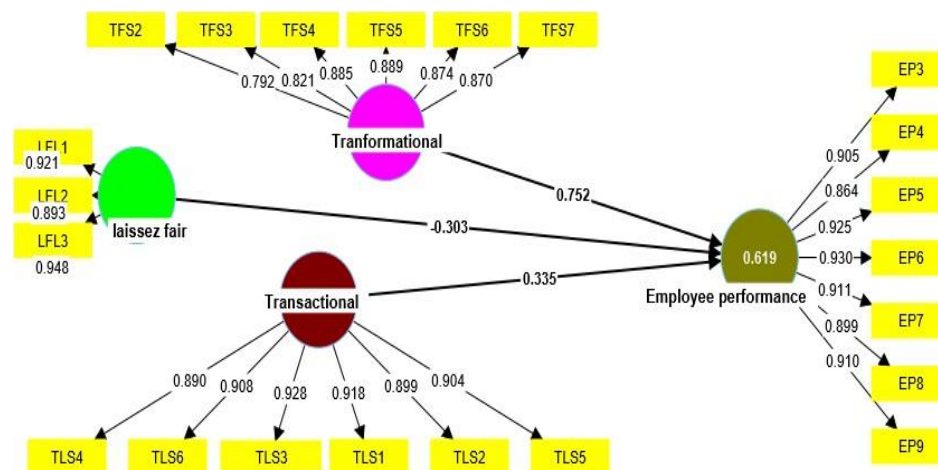


Figure 2: SEM-PLS Algorithm

Source: Field Survey (2023)

Reliability and Validity of Constructs

Following the guidelines provided by Nitzl (2016), we evaluated the model's fitness by checking its construct reliability, indicator reliability, convergent validity, and discriminant validity. Cronbach's alpha (CA) and rho_A were used to determine the level of dependability between the different parts of a given construct. Convergent validity was determined using the average variance extracted (AVE), while indicator reliability was determined using item loadings. The HTMT ratio was utilised for the purpose of determining discriminant validity.

Table 2: Results summary for Reflective Outer Models

Latent Variable	Indicators	Loadings	t-statistics	Composite Reliability	AVE
LFLS	LFLS1	0.921	20.630	0.962	0.824
	LFLS2	0.893	16.442		
	LFLS4	0.948	22.893		
TLS	TLS1	0.918	5.959	0.942	0.733
	TLS2	0.899	59.386		
	TLS3	0.928	48.701		
	TLS4	0.890	57.546		
	TLS5	0.904	42.767		
	TLS6	0.908	52.551		
TFLS	TFLS2	0.792	14.431	0.920	0.848
	TFLS3	0.821	16.795		
	TFLS4	0.885	36.262		
	TFLS5	0.889	38.580		
	TFLS6	0.874	31.081		
	TFLS7	0.870	39.934		
EP	EP3	0.905	40.060	0.965	0.822
	EP4	0.864	28.333		
	EP5	0.925	58.186		

EP6	0.930	60.413
EP7	0.911	44.588
EP8	0.899	45.097
EP9	0.910	49.365

Source: SEM Analysis based on Field Survey data 2023, N= 180

Item Loading Assessment

The factor loading indicates the extent to which a given observable component is believed to be composed of the items being examined (Yamamoto & Tanaka, 2015). According to the recommendation put forth by Hair et al. (2019), it is advised that the minimum threshold for factor loadings should exceed 0.7. Additionally, higher index loadings are indicative of a robust relationship with a particular component, as highlighted by Pett et al. (2003). All the measuring instruments were loaded beyond the specified level. The data presented in Table 10 reveals that the items exhibited loadings ranging from 0.700 to 0.950 for the entire sample population. As a result, the study's indicators were validated, thus establishing their dependability.

Constructs Reliability

Sarstedt et al. (2019) propose that a coefficient alpha (Cronbach's alpha) value of 0.70 or higher serves as a recommended threshold for evaluating construct dependability. The analysis of the data presented in Table 10 reveals that the composite reliability (CR) scores for all constructs are above the established threshold of 0.70. As a result, all of the measures demonstrated acceptable levels of reliability. Once again, all of the average variance extracted (AVE) values are over 0.5, so showing the validity of the constructs utilised in the model.

Discriminant validity

Discriminant validity refers to the extent to which items exhibit higher loadings on their intended constructs and lower loadings on alternative constructs. The present methodology bears resemblance to exploratory factor analysis conducted in SPSS, however, it exhibits enhanced robustness due to the utilisation of a bootstrapping technique for estimating model parameters. Bagozzi et al. (1991) proposed that discriminant validity serves as a measure of the distinctiveness of different constructs within a model. This suggests that, as each construct measures a unique concept distinctly, it should be able to exist independently without displaying high correlations with other constructs. The present study employed the Hierarchical Multiple Testing (HMT) approach to assess the discriminant validity, as presented in Table 3.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

Constructs	EP	TFLS	TLS	LFS
EP	0.314			
TFLS	0.792	0.440		
TLS	0.395	0.852	0.449	
LFS	0.314			

Source: Field survey, (2023)

It has been suggested by researchers that the Fornell-Lacker criteria may not be sufficient for evaluating the discriminant validity. Henseler et al. (2015) argue that the Fornell-Lacker criteria exhibit suboptimal performance in situations where there are fluctuations in the pressures exerted on a constructed indicator.

The Hetrotrait-monotrait (HTMT) criterion is often regarded as the primary and final measure for establishing discriminant validity, as supported by Henseler et al. (2015) and Hair et al. (2016). The HTMT is obtained by dividing the geometric average correlations of the object that assesses the same constructs by the average value of item correlations across constructs. According to Kline (2011), the HTMT value for each construct should be below 0.85 in cases when the constructs are significantly different, and below 0.9 as suggested by Teo et al. (2008) and Henseler et al. (2015) when the constructs are equivalent. According to Henseler et al. (2017), if the HTMT score exceeds 0.9, it indicates a deficiency in discriminant validity. Table 5 presents the HTMT values for each concept, so providing evidence of the discriminant validity of the different constructs.

Multicollinearity of indicators

To evaluate the presence of multicollinearity, the Variance Inflation Factor (VIF) was employed, as proposed by O'Brien (2007). According to Asthana (2020), a threshold of 10 or more is commonly used to identify the presence of multicollinearity when considering high outer VIF values. On the other hand, Alaudin and Nghiemb (2010), Gomez et al. (2016), and Hair et al. (2016) suggest that a threshold above 5 is considered conservative for outer VIF values.

Table 4: Collinearity (Inner VIF Values)

Constructs	Employee Performance
Transformational -> Employee performance	4.795
Transactional -> Employee performance	1.222
laissez fair -> Employee performance	4.905

Source: Field survey, (2023)

Based on the findings presented in Table 5, it can be inferred that there were no instances of collinearity detected among the constructs examined in the survey. The decision to adopt this position was based on the VIF values observed in Table 4, which indicate that none of the constructs utilised in the survey exhibited a VIF value exceeding 4.999. Additionally, none of the tolerance scores fell below the threshold of 0.20, which is considered the minimum acceptable value to ensure the absence of collinearity issues or biases (Hair et al., 2016). After conducting a thorough evaluation of both the Variance Inflation Factor (VIF) scores and Tolerance scores, it has been determined that the study does not exhibit any collinearity concerns. Consequently, the subsequent phase of the study aims to ascertain the coefficient of determination for the study's endogenous construct.

Assessment of structural model

After fulfilling all the essential requirements for evaluating the measurement model and achieving the appropriate thresholds, the final phase entails evaluating the structural model. The structural model visually represents

the hypothesised relationship between various constructs. Before assessing the significance of the structural connections, an initial analysis was performed on various fit indices. In their study, Hair et al. (2018) undertook an assessment of the structural model in order to detect any possible issues related to collinearity. Following this, a comprehensive evaluation was performed to gauge the predictive capacity of the model.

This assessment involved the utilisation of statistical measures such as the coefficient of determination (R^2), the effect size (f^2), and the predictive relevance (Q^2). The structural model incorporated an assessment of collinearity among all endogenous variables. The results pertaining to collinearity are displayed in Table 4. The estimation of latent variables is achieved through a process of linearly combining their observable indicators, wherein the loadings of these indicators are found using the bootstrapping technique (Awang et al., 2015). The findings of the structural equation analysis are displayed in Tables 8, 9, and 10, which provide information on the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). These measurements function as indications of the model's goodness of fit. The R-square, also known as the coefficient of determination, is a statistical measure that measures the proportion of the variance in the dependent variable that can be explained by the independent variables.

In contrast, the concept of effect size functions as a quantitative measure to assess the degree to which an independent variable impacts the observed variability in a dependent variable. Table 11 displays the model fit measures'

outcomes. Numerous studies have underscored the prevalent reliance on p values, which represent statistical significance, as the primary basis for drawing conclusions and formulating policy recommendations. P-values are employed to ascertain the existence or nonexistence of an impact within a specific assemblage of constructs (Sullivan & Feinn, 2012). The application of sophisticated analytical methods, such as Partial Least Squares Structural Equation Modelling (PLS SEM), allows researchers to do a more thorough assessment of models in terms of their capacity to elucidate and predict phenomena.

The assessment of the predictive validity of a model requires the analysis of predictions made inside the sample as well as those made outside the sample. The procedure of in-sample prediction involves using a whole dataset to construct a model and then using this model to predict observations within the same dataset. The two predominant statistical procedures frequently utilised in research are the coefficient of determination (R^2) and the effect size (f^2). These assessments analyse the extent to which the model is capable of offering a thorough explanation. Tables 8 and 9 display the R^2 and f^2 values, correspondingly.

Coefficient of Determination (R^2)

Partial Least Squares (PLS) is a statistical method that is commonly used in multivariate analysis. It is particularly useful when dealing with datasets that include a large number of Structural Equation Modelling (PLS-SEM) utilises structural models to predict the association between latent constructs. The R^2 value of the model is frequently utilised as a statistical measure to evaluate the

prediction ability of a structural model. The R-squared coefficient measures the extent to which the observed variability in the endogenous construct can be explained by the variations seen in the exogenous constructions. The predictive capacity of exogenous constructions on endogenous constructs varies between 0 and 1, with higher values indicating a better level of predictability. Based on the research conducted by Hair et al. (2016) and Yuliansyah and Razimi (2015), it has been established that a coefficient of determination of at least 10% is considered to be the minimum acceptable threshold. The proposed model integrates endogenous variables, specifically sustainability culture and sustainable performance, in conjunction with exogenous elements including performance appraisal, rewards, training, and supervisor support. Table 5 displays the coefficient of determination about the endogenous construct of employee performance.

Table 5: Coefficient of Determination (R²) R-square

Construct	R square (R ²)	R Square Adjusted
Exogenous construct	0.619	0.611

Source: Field survey, (2023)

The coefficient of determination (R²) functions as a metric to assess the predictive precision and collective relevance of a particular model. The metric indicates the degree to which the observed variability in the endogenous construct can be explained by the exogenous constructs that are conceptually linked to it. The R² values encompass a spectrum ranging from 0 to 1, with higher values signifying increased degrees of predictive precision. The use of the adjusted R² is

recommended over the R^2 value when taking into consideration the number of predictors in a model, as it incorporates the model's complexity. This aspect holds significant importance when doing a comparative analysis of various models. The R^2 values for employee performance in Table 6 were 0.619. The findings of the analysis indicate that a considerable proportion, precisely 61.9%, of the variance in employee performance can be attributed to the collective impact of various constructs associated with leadership styles. These styles include laissez-faire leadership, transactional leadership, and transformational leadership.

Table 6: F square

Constructs	Employee performance
Transformational	0.050
Transactional	1.215
laissez fair	0.060

Source: Field survey, (2023)

A variable inside a structural model may be influenced by several factors. The removal of an external variable can impact the dependent variable(s). The variable f^2 denotes the change in the coefficient of determination (R^2) resulting from the exclusion of an external variable from the model. The classification of effect sizes is as follows: Small ($0.0 < \text{effect size} < 0.15$), Medium ($0.15 < \text{effect size} < 0.35$), and Large ($\text{effect size} > 0.35$). The findings of the study indicate that both the transformational leadership style and the laissez-faire leadership style have a statistically significant, albeit moderate, influence on employee performance ($f^2=0.050$ and 0.060 , respectively).

On the other hand, it was observed that the transactional leadership style had a considerable and statistically significant impact on employee performance, as indicated by a large effect size ($f^2=1.215$). The increased ability of survey research to apply findings to a broader population and its practical consequences for informing policy recommendations differentiate its explanatory power from its predictive potential. In recent times, there has been a growing trend towards the utilisation of fresh data for the purpose of predicting individual abilities. This is achieved through the calculation of Blindfolding-based Q2, which has gained significant attention and demand.

The technique of blindfolding is employed to compute the Stone-Q2 Geisser's statistic (Stone, 1974; Geisser, 1974) as a measure of the predictive importance of latent variables in the PLS path model. Estimations obtained from datasets that have been truncated are employed to make predictions about the values of the data points that have been excluded. The iterative procedure of data deletion and estimating is repeated several times until all data points have been deleted and forecasted. The evaluation of predictive relevance is achieved by employing prediction error. The determination of the final Q2 value is performed according to the subsequent guidelines.

According to Hair et al. (2018), weak predictive power is indicated when the value of Q2 falls within the range of 0.02 to 0.15. On the other hand, moderate predictive power is observed when Q2 ranges from 0.15 to 0.35. Finally, high predictive power is established when Q2 is equal to or greater than 0.35. The findings of the blindfolding procedure are presented in Table 7, which

demonstrates a notable predictive capability for the structural model as indicated by the suggested threshold.

Table 7: Predictive Relevance (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
PERF	672.000	434.979	0.353***
LFLS	370.000	234.548	
TLS	480..000	333.776	
TFLS	480.000	480.000	

Source: Field survey, (2023)

* $0.02 \leq Q^2 \leq 0.15$ weak effect, ** $0.15 \leq Q^2 \leq 0.35$ moderate effect, ***
 $Q^2 \geq 0.35$ strong effect

The analysis results on the predictive usefulness of the exogenous constructs, specifically laissez-faire leadership style, transactional leadership style, and transformational leadership style, in relation to employee performance are presented in Table 8. The results suggest a significant predictive impact of these constructs, as evidenced by a coefficient of 0.353. The diagram depicted in Figure 1 provides a visual representation of the correlation between external factors and the endogenous variable in the structural model. Each of these options was proposed in accordance with the objectives of the study. Table 9 displays the results pertaining to the specified objectives.

The investigators utilised the bootstrapping technique suggested by Preacher and Hayes (2008) in order to ascertain the statistical significance of the

path coefficients. In a general sense, the route coefficients serve to provide a descriptive account of the influence exerted by the exogenous construct(s) on the endogenous construct(s). According to Awang, Wan Afthanorhan, and Asri (2015), the Partial Least Squares Structural Equation Modelling (PLS-SEM) method, which is a variance-based technique, relies significantly on the bootstrapping procedure, often known as resampling with replacement. This procedure is used to generate estimates of path coefficients and their associated standard errors. Figure 3 depicts the intermediary role of job happiness in the correlation between employee training and job performance.

Assessment of path relationships

The study was conducted with the guidance of four distinct objectives. The outcomes of the hypotheses test were additionally displayed in Table 10. The analysis involved examining the precise direct impacts through the use of path coefficients, p-values, and t-tests. Table 8 displays the outcomes obtained from the examination of particular direct effect route coefficient hypotheses.

Table 8: Specific Direct Effect Path Coefficient

Structural relationships (Hypotheses)	Path Coefficient (O)	T statistics (O/STDEV)	P Values
Transformational leadership -> Employee performance	0.752	11.904	0.000
Transactional leadership -> Employee performance	0.335	2.215	0.041
laissez faire leadership -> Employee performance	-0.303	2.048	0.027

Source: Field Survey, (2023)

After doing a thorough analysis of the path coefficient provided in Table 10, it is apparent that transformational leadership has a statistically significant and positive effect on employee performance ($\beta = 0.752$, $t = 11.904$, $p = 0.000$). Therefore, it can be argued that the improvement of the transformational leadership style would lead to a statistically significant increase of 75.2% in employees' performance. Conversely, a decrease in performance evaluation would result in a statistically significant decrease of 75.2% in employee performance. Table 8 provides more evidence that the transactional leadership style has a statistically significant and positive effect on employee performance ($\beta = 0.335$, $t = 2.215$, $p = 0.041$). The results indicate that there exists a statistically significant correlation between the utilisation of a transactional leadership style and the level of employee performance.

A direct correlation has been observed between an improvement in the transactional leadership style and a significant 33.5% rise in employee performance. Conversely, a decrease in the transactional leadership style has been found to be associated with a notable 33.5% loss in employee performance. In conclusion, the findings of the study indicate that the laissez-faire leadership style has a statistically significant and negative influence on employee performance ($\beta = -0.303$, $t = 2.04$, $p = 0.027$). The results indicate that there exists an inverse correlation between the laissez-faire leadership approach and performance, as seen by a decrease of 30.3% in performance when the use of this leadership style is heightened. On the contrary, a notable

enhancement in performance, amounting to 30.3%, is noticed when there is a reduction in the implementation of the laissez-faire leadership style.

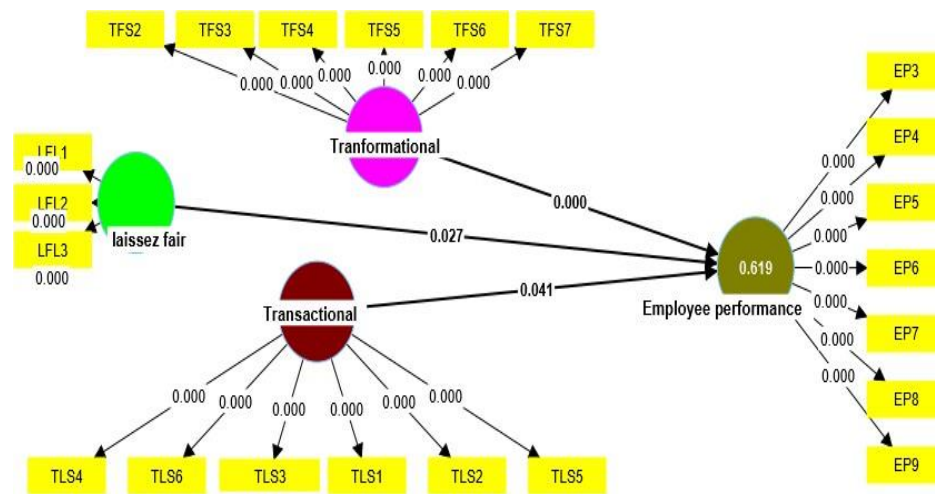


Figure 3: Structural model assessment

Discussions

The present study investigated the impact of different leadership styles on employee performance within the context of the Twifo Hemang District Assembly. This investigation was guided by three hypotheses. This portion of the chapter examines the two hypotheses that were derived from the study's objectives. Based on the aforementioned findings, this section will now go into the ramifications and validations of the study;

Hypothesis 1: there is a Significant Influence of Transformational Leadership Style on Employee performance at the Twifo Hemang Lower Denkyira District Assembly.

The results of the study provide support for the premise that the utilisation of a transformational leadership style has a notable and beneficial impact on the performance of employees. The aforementioned empirical assertion was derived

from the implementation of the transformational leadership approach, which yielded a statistically significant probability value below 0.05 and a favourable t-statistics value exceeding 11.904. Based on the obtained outcome, the study did not find sufficient evidence to reject the first hypothesis.

The aforementioned findings underscore the crucial significance of leadership in augmenting employee performance, and by extension, the overall efficacy of the organisation. In the specific context of the Twifo Hemang District Assembly, the aforementioned findings underscore the need of embracing and advocating for a transformational leadership approach. Transformational leaders are renowned for their adeptness in instilling inspiration, motivation, and active involvement within their teams, hence fostering an environment conducive to the realisation of their members' utmost capabilities. The Assembly stands to gain considerable advantages by allocating resources towards leadership development programmes that cultivate the aforementioned attributes among its leadership team, as evidenced by a substantial 75.2% rise in employee performance connected with this particular leadership style.

The use of strategies to improve transformational leadership within the Twifo Hemang District Assembly has the potential to provide numerous favourable consequences. Primarily, it has the potential to enhance employee performance, hence leading to enhanced service delivery to the community within the local government setting. When employees are motivated and inspired to perform at a high level in their respective positions, they are more likely to demonstrate increased dedication and innovation, ultimately making valuable

contributions towards the attainment of the Assembly's goals and objectives. Moreover, it is equally noteworthy that the statistical evidence suggests a substantial fall in employee performance by 75.2% as a result of a decline in performance rating.

This finding suggests that in cases where employees do not receive sufficient recognition and rewards for their contributions, there is an increased likelihood of turnover. The occurrence of high personnel turnover within an organisation can have significant financial implications and cause disruptions. This can result in the loss of valuable institutional knowledge and a decline in morale among the remaining workforce. Hence, it is crucial for the Twifo Hemang District Assembly to adopt efficient performance evaluation mechanisms that not only evaluate performance but also acknowledge and incentivize exceptional achievements.

Furthermore, these findings emphasise the necessity of continuous leadership training and growth within the Assembly. It is recommended that leaders be incentivized to embrace transformational leadership behaviours, which encompass the establishment of a captivating vision, the inspiration of their teams, the provision of intellectual stimulation, and the provision of personalised support. Investing in leadership development has the potential to generate substantial benefits in terms of enhancing employee performance and promoting employee performance. The results obtained in this study exhibit similarities with the findings reported in previous studies conducted by Voon et al. (2011), Omar (2013), Shafie et al. (2013), Ariyabuddhiphongs and Kahn (2017), and Velu et al.

(2017). The aforementioned investigations have collectively determined that the use of a transformational leadership style yields a noteworthy impact on the performance of employees.

Hypothesis 2: There is a Significant influence of Transactional Leadership style on Employee Performance at the Twifo Hemang Lower Denkyira District Assembly

The findings derived from the research offer evidence in favour of the proposition that transactional leadership has a positive and statistically significant influence on employee performance. The empirical claim indicated above was obtained by the implementation of the transactional leadership strategy, resulting in a statistically significant p-value below 0.05 and a favourable t-statistics value over 2.215. Based on the results gathered, the study could not discover substantial evidence to support the rejection of the first hypothesis. The results of this study highlight the potential benefits of incorporating transactional leadership tactics inside the organisational framework.

The significance of recognising and employing the transactional leadership style is underscored by the findings inside the Twifo Hemang District Assembly. Transactional leadership is a leadership approach that prioritises the establishment of clear expectations, the provision of rewards, and the implementation of consequences. The aforementioned method plays a pivotal part in fostering employee motivation and augmenting their overall performance. The incorporation of transactional leadership aspects into the management and

supervisory teams of The Assembly has the potential to deliver considerable performance enhancements, as evidenced by an observed increase of 33.5%.

The consequences of these findings can be categorised into two distinct aspects. First and foremost, an enhancement in the transactional leadership style has the potential to greatly contribute to the improvement of employee performance. Transactional leaders employ many strategies such as setting performance targets, providing feedback, and offering rewards in order to stimulate and encourage their employee. By incorporating a system of well-defined performance indicators and providing incentives to employee for surpassing expectations, the Assembly has the potential to enhance the productivity and efficiency of its personnel.

On the other hand, the findings indicate that a decline in the utilisation of transactional leadership approach may lead to a significant loss of 33.5% in employee performance. This statement emphasises the significance of maintaining a harmonious equilibrium between transformational and transactional leadership approaches. Transformational leadership is primarily concerned with the act of inspiring and motivating individuals, whereas transactional leadership is mostly concerned with establishing the requisite structure and responsibility. Achieving this equilibrium is vital in order to guarantee that personnel possess a comprehensive comprehension of their respective responsibilities, possess unambiguous anticipations, and are held responsible for their professional achievements.

Moreover, the aforementioned findings suggest the possibility of the Twifo Hemang District Assembly enhancing its leadership development and training initiatives. It is imperative for leaders and managers within the organisation to possess the necessary competencies to proficiently utilise transactional leadership techniques. These techniques encompass establishing clear performance expectations, delivering prompt feedback, and providing rewards and recognition as appropriate. Investing in leadership development has the potential to generate favourable outcomes about employee performance. The findings of this investigation are consistent with the results reported by Voon et al. (2011), Sithole and Sudha (2014), Abdilahi (2016), and Velu et al. (2017).

Hypothesis 3: there is a Significant Influence of Laissez-faire Leadership Style on Employee Performance at the Twifo Hemang Lower Denkyira District Assembly.

The study's findings corroborate the claim that a laissez-faire management approach negatively affects productivity in the workplace. The observation that the beta coefficient (β) for the laissez-faire leadership style was -0.303, the t-value was 2.04, and the p-value was 0.027 provided the empirical basis for the claim. These findings have significant consequences for the Twifo Hemang District Assembly. The findings highlight the possible negative consequences associated with the implementation of a laissez-faire leadership style in the organisational context. Within the framework of the Twifo Hemang District Assembly, the aforementioned findings underscore the imperative of addressing and remedying any occurrences of laissez-faire leadership. Laissez-faire leadership is

distinguished by a non-interventionist style, frequently leading to limited provision of guidance, direction, and engagement by leaders. The observed decrease of 30.3% in employee performance linked to this particular style of leadership implies that the absence of a strong leadership presence might have a substantial negative impact on the overall effectiveness of the workforce.

The findings of this study indicate that a reduction in the utilisation of laissez-faire leadership approach may potentially result in a substantial enhancement in employee performance, estimated at approximately 30.3%. Hence, it is imperative for the Assembly to deliberate on strategies aimed at mitigating or eradicating this particular leadership approach. In order to enhance organisational performance, it is imperative to foster more engagement and proactivity among leaders and managers. This can be achieved by encouraging them to assume a more active position in giving direction, support, and clearly defined expectations for their respective teams.

It is vital to acknowledge and prioritise the resolution of this matter, as the performance of employees is frequently interconnected with the presence of proficient leadership. The performance of employees can be adversely affected when leaders exhibit passive and uninvolved behaviour, leading to feelings of uncertainty, diminished motivation, and a lack of direction. The Assembly ought to foster a leadership culture that prioritizes accountability, active engagement, and the allocation of essential resources and support for its workforce. Furthermore, the findings underscore the necessity of implementing leadership training and development initiatives that furnish leaders with the requisite

competencies and expertise to effectively assume leadership roles. It is advisable to promote the adoption of a proactive leadership approach among leaders, which emphasises effective communication, goal establishment, and consistent feedback to cultivate employee engagement and therefore enhance performance. The findings of this study are in contrast with the findings of previous studies conducted by Anyango (2015), Malcalm and Tamatey (2017), Basit, Sebastian, and Hassan (2017), and Mwombeki (2017). All of the aforementioned studies have identified a notable and statistically significant correlation between the laissez-faire leadership style and enhanced employee performance. Nevertheless, this analysis aligns with the conclusions drawn by Chowdhury (2014).

Chapter Summary

This chapter presented findings of the demographic characteristics and objectives of the study. The study was dominated by males. The study found that transformational and transactional leadership styles had a strong positive effect on employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter provides an overview of the study, including a description of the significant conclusions obtained from the research. This chapter presents the conclusions drawn from the findings and provides recommendations based on these conclusions. Based on the findings, recommendations were proposed for further consideration.

Summary of the Study

This study investigated the impact of leadership style on employee performance inside the Twifo Hemang District Assembly. A total of 104 participants were selected from this population. The study utilised an explanatory research design to determine its appropriateness, and thereafter, quantitative data analysis was conducted under the study's objectives. The study gathered primary data using a standardised questionnaire. The questionnaires were gathered during a predetermined timeframe.

The development of questionnaires was undertaken following the objectives of the researcher's study. The survey was structured into three distinct sections: 'Section A' encompassed the demographic characteristics of the participants; 'Section B' examined the various aspects of leadership styles; and 'Section C' gathered information on employee performance. The statements comprising Sections B and onward of the questionnaire were assessed using a

five-point Likert scale, where a score of '1' represented the lowest level of agreement and a score of '5' represented the highest level of agreement.

A rigorous refining process was implemented to enhance the robustness of the scales, while simultaneously assessing their validity and reliability. This meticulous procedure contributed to the establishment of research of high quality, characterised by its trustworthiness and scientific rigour. The study tool was additionally validated through the assessment of an experienced supervisor. Descriptive statistical measures, such as the mean and standard deviation, were employed to analyse the descriptive data. Again, Inferential statistics from PLS-SEM was utilised to analyse objectives of the study.

Summary of Key Finding

The study's findings were organised in alignment with the research objectives. The study yielded several findings, with the primary one centred around examining the impact of transformational leadership style on employee performance. The study revealed that adopting the transformational leadership style has a substantial and favourable impact on employee performance. The second objective of this study aimed to investigate the impact of transactional leadership style on employee performance. The study revealed that implementing a transactional leadership style has a notable and favourable impact on the performance of the personnel. The third purpose of the study is to analyse the impact of the laissez-faire leadership style on employee performance. The study's results indicated that the laissez-faire leadership style had a statistically significant negative impact on employee performance.

Conclusions

The study's findings lead to the following conclusion that the transformational leadership style has a notable influence on employee performance. The conclusion highlights the significant importance of transformational leadership in fostering motivation, inspiration, and employee engagement, hence facilitating exceptional performance in their respective positions. Organisations that adopt and cultivate transformational leadership are more inclined to see elevated levels of employee commitment, creativity, and general efficacy, thereby making a significant contribution to their achievements. Therefore, organisations aiming to enhance employee performance and overall organisational outcomes should adopt the strategy of fostering and cultivating transformational leadership capabilities within their leadership team.

For the second objective the study concluded that the transactional leadership style serves as a noteworthy predictor of employee performance. This underscores the significance of establishing explicit objectives, implementing structured feedback mechanisms, and employing reward systems as effective means of encouraging people to achieve high levels of performance. The utilisation of transactional leadership, characterised by its emphasis on goal formulation, consistent performance evaluation, and provision of incentives and acknowledgment, seems to be a viable strategy in enhancing employee productivity and attaining organisational objectives. Therefore, organisations seeking to enhance employee performance and attain improved outcomes may

contemplate incorporating transactional leadership ideas into their leadership methodologies.

With the third objective the study concluded that there exists a negative relationship between the laissez-faire leadership style and employee performance. The negative consequences associated with a leadership style characterised by a lack of active involvement, guidance, and direction. The lack of involvement and failure of leaders to give essential assistance and establish clear expectations can have a detrimental impact on employee performance. Thereby underscore the significance of active and engaged leadership in cultivating a productive and motivated workforce, hence urging organisations and leaders to pay attention to them.

Recommendations

The study has formulated the subsequent recommendations:

The study highly recommends that Twifo Hemang District Assembly prioritizes and foster transformational leadership within their leadership teams. This method serves as a source of inspiration and motivation for employees, resulting in heightened levels of engagement, creativity, and productivity. These ideas hold significant value as they enable organisations to establish a conducive climate that fosters employee well-being, recognition, and optimal contribution. Investing in transformational leadership has the potential to yield several benefits, including enhanced performance, increased employee satisfaction, and a reinforced competitive advantage for organisations operating in the current dynamic and growing business environment.

The recommends that Twifo Hemang District Assembly should aggressively integrate transactional leadership practices. This strategy has the potential to improve performance by implementing well-defined expectations, providing structured feedback, and implementing reward systems. Organisations can enhance accountability, optimise goal achievement, and enhance productivity through the implementation of transactional leadership. This proposal holds significant value as it offers a concrete and organised leadership style that effectively inspires people, connects their endeavours with the objectives of the organisation, and eventually leads to enhanced performance and superior business outcomes.

The study recommends that management of the Twifo Hemang District Assembly should refrain from or reduce the implementation of laissez-faire leadership practices. The presence of such leadership has the potential to impede employee performance as a result of inadequate guidance and limited engagement. These ideas are crucial as they promote the adoption of proactive, engaged, and supportive leadership styles inside organisations. This phenomenon has the potential to enhance employee engagement, foster a sense of accountability, and eventually result in elevated performance levels. Organisations can enhance personnel productivity and motivation, hence yielding improved outcomes and good financial implications, by eschewing laissez-faire leadership.

Suggestion for Further Studies

One potential drawback of the study is from the decision to solely focus on a single District Assembly. Consequently, the data obtained from this study may not provide a comprehensive representation of leadership style and performance throughout all District assembly within the constituency. Hence, a more rigorous approach would have entailed evaluating a greater number of assemblies within the constituency. Additionally, it would be beneficial for future studies to explore the distinct impacts of different leadership styles on the performance of employees. This research endeavour has the potential to enhance the existing body of knowledge and make a valuable contribution to the extant literature on leadership styles and their impact on employee performance. Again, utilising qualitative research methods, such as interviews or focus groups with employees, could provide deeper insights into how specific leadership style are perceived and experienced by staff. This could help uncover nuances that quantitative methods may not fully capture.

REFERENCES

- Abdilahi, M. E. (2016). Effects of Leadership style on employee performance in Dashen Bank, Addis Ababa, Ethiopia. *Unpublished Thesis, Addis Ababa, Ethiopia.*
- Abodunde, S. M., Ayo-Oyebiyi, G. T., & Unachukwu, J. C. (2017). Leadership style of managers in insurance firms and its impact of employee's job satisfaction. *World Journal of Entrepreneurial Development Studies*, 1(1), 13-22.
- Acquah, H. E., Sarkodie, N. A., Enoch, B., Adams, L., Djanie, B. N. A., & Nunoo, J. (2020). Influence of organisational culture on employee commitment: evidence from environmental protection agency in Ghana. *International Journal of Technology and Management Research*, 5(3), 45-57.
- Aggestam, L., & Johansson, M. (2017). The leadership paradox in EU foreign policy. *JCMS: Journal of common market studies*, 55(6), 1203-1220.
- Ajibade, O. E., Ajayi, T. O., & Shobowale, O. (2017). Leadership Style and employees' performance in Nigerian Federal Polytechnics: A study of Federal Polytechnic, Ilaro, Ogun State. *Journal of Public Administration, Finance and Law*, 11(1), 17-30.
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.

- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.
- Al Mehrzi, N., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.
- Alghazo, A. M., & Al-Anazi, M. (2016). The impact of leadership style on employee's motivation. *International Journal of Economics and Business Administration*, 2(5), 37-44.
- Ali, P. H., Mir, M. S. A., Ghalei, A., & Ghalavandi, H. (2019). Investigating the relationship between transformational leadership style and organizational identity of faculty members in the state universities of West Azerbaijan Province, Iran. *Serbian Journal of Management*, 14(1), 157-176.
- Alkahtani, A. H. (2016). The influence of leadership styles on organizational commitment: The moderating effect of emotional intelligence. *Business and Management Studies*, 2(1), 23-34.
- Amegayibor, G. K. (2018). *Leadership styles and performance of employees at Ameen Sangari Company Limited, Cape Coast* (Doctoral dissertation, University of Cape Coast).
- Anyango, C. A. (2015). *The effect of leadership styles on employees' performance at Bank of Africa, Kenya* (Doctoral dissertation, The Open University Of Tanzania).

- Ariyabuddhiphongs, V., & Kahn, S. I. (2017). Transformational leadership and turnover intention: The mediating effects of trust and job performance on café employees in Thailand. *Journal of Human Resources in Hospitality & Tourism, 16*(2), 215-233.
- Asiamah, N., Mensah, H., & Oteng-Abayie, E. F. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. *The qualitative report, 22*(6), 1607-1621.
- Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire (TM). *Mind Garden, Inc. Menlo Park, CA*.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership. *Journal of occupational and organizational psychology, 72*(4), 441-462.
- Baah, C., Opoku-Agyeman, D., Acquah, I. S. K., Agyabeng-Mensah, Y., Afum, E., Faibil, D., & Abdoulaye, F. A. M. (2021). Examining the correlations between stakeholder pressures, green production practices, firm reputation, environmental and financial performance: evidence from manufacturing SMEs. *Sustainable Production and Consumption, 27*, 100-114.
- Babalola, S. S. (2016). The effect of leadership style, job satisfaction and employee-supervisor relationship on job performance and organizational commitment. *Journal of Applied Business Research (JABR), 32*(3), 935-946.

- Basit, A., Sebastian, V., & Hassan, Z. (2017). Impact of leadership style on employee performance (A Case study on a private organization in Malaysia). *International Journal of Accounting & Business Management*, 5(2), 112-130.
- Bass, B. M. (1985). Leadership: Good, better, best. *Organizational dynamics*, 13(3), 26-40.
- Bass, B. M., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European industrial training*, 14(5).
- Bass, B. M., & Avolio, B. J. (Eds.). (1994). *Improving organizational effectiveness through transformational leadership*. sage.
- Bass, B. M., & Bass Bernard, M. (1985). Leadership and performance beyond expectations.
- Bless, C., Higson-Smith, C., & Kagee, A. (2000). Fundamentals of social research methods. *An African perspective*, 3.
- Boachie-Mensah, F. O. (2006). Essentials of management. *Accra: Woeli Publishing Services*.
- Boachie-Mensah, F. O., & Zungbey, O. D. D. (2012). The impact of money on joining, continuing and leaving behaviours of employees of selected Ghanaian organizations. *International Journal of Business and Management*, 7(21), 48.

- Bodla, M. A., & Nawaz, M. M. (2010). Comparative study of full range leadership model among faculty members in public and private sector higher education institutes and universities. *International Journal of Business and Management*, 5(4), 208.
- Boehnke, K., Bontis, N., DiStefano, J. J., & DiStefano, A. C. (2003). Transformational leadership: an examination of cross-national differences and similarities. *Leadership & Organization Development Journal*.
- Bolden, R., Gosling, J., Marturano, A., & Dennison, P. (2003). A review of leadership theory and competency frameworks.
- Bossman, A., & Agyei, S. K. (2022). ICEEMDAN-based transfer entropy between global commodity classes and African equities. *Mathematical Problems in Engineering*, 2022.
- Burns, J. M. (1978). Leadership. By Burns James MacGregor. *American Political Science Review*, 74(01), 153-156.
- Cantrell, M. A. (2011). Demystifying the research process: Understanding a descriptive comparative research design. *Pediatric Nursing*, 37(4), 188.
- Carnes, W. J. (2009). The contingency theory of leadership: A practical perspective. *International Handbook of Academic Research and Teaching*, 83.
- Chandra, T., & Priyono, P. (2016). The Influence of Leadership Styles. *Work Environment and Job Satisfaction of Employee Performance*.
- Chang, H. (2017). Does leadership matter? Study of leadership style, job performance and job satisfaction. *Poslovna ekonomija*, 12(2).

- Chowdhury, R. G. (2014). A study on the impact of leadership styles on employee motivation and commitment: An empirical study of selected organisations in corporate sector. *Navi Mumbai: Padmashree Dr DY Patil University*.
- Clark, R. A., Hartline, M. D., & Jones, K. C. (2009). The effects of leadership style on hotel employees' commitment to service quality. *Cornell hospitality quarterly*, 50(2), 209-231.
- Conger, J. A., & Kanungo, R. N. (1998). *Charismatic leadership in organizations*. Sage Publications.
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. SAGE publications.
- Creswell, J. W. (2016). Reflections on the MMIRA the future of mixed methods task force report. *Journal of Mixed Methods Research*, 10(3), 215-219.
- Creswell, J. W., & Creswell, J. D. (2005). *Mixed methods research: Developments, debates, and dilemma* (pp. 315-26). Oakland, CA: Berrett-Koehler Publishers.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Cummings, G. G., MacGregor, T., Davey, M., Lee, H., Wong, C. A., Lo, E., ... & Employeeord, E. (2010). Leadership styles and outcome patterns for the nursing workforce and work environment: a systematic review. *International journal of nursing studies*, 47(3), 363-385.

- Daft, R. L. (2015). *Organization theory and design*. Cengage learning.
- Denis, J. L., Lamothe, L., & Langley, A. (2001). The dynamics of collective leadership and strategic change in pluralistic organizations. *Academy of Management journal*, 44(4), 809-837.
- Dlamini, H. P. (2022). Leadership and gender in Eswatini: Swati politics through the prism of Gelane Simelane Zwane, 1990–2018. *Journal of Contemporary African Studies*, 1-15.
- Dulock, H. L. (1993). Research design: Descriptive research. *Journal of Pediatric Oncology Nursing*, 10(4), 154-157.
- Fiedler, F. E. (1964). A contingency model of leadership effectiveness. In *Advances in experimental social psychology* (Vol. 1, pp. 149-190). Academic Press.
- Fiedler, F. E. (1967). A theory of leadership effectiveness. mcgraw-hill series in management.
- Fiedler, F. E. (1996). Research on leadership selection and training: One view of the future. *Administrative science quarterly*, 241-250.
- Fiedler, F. R. E. D. (2015). Contingency theory of leadership. *Organizational behavior I: essential theories of motivation and leadership*, 232, 1-2015.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics.
- Garson, G. D. (2012). Sampling. *Blue Book Series*.
- Gyasi-Afful, P. (2021). *Leadership styles and employees' performance at Ghana Cocoa Board* (Doctoral dissertation, University of Cape Coast).

- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.
- Hair Jr, J. F., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I—method. *European Business Review*.
- Hair, J. F., Astrachan, C. B., Moisesescu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2021). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. *Journal of Family Business Strategy*, 12(3), 100392.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24.
- Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial management & data systems*.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2018), *Multivariate Data Analysis*, 8th ed., Cengage Learning, EMEA, Andover, Hampshire.
- Hardy, C. A., & Williams, S. P. (2011). Assembling e-government research designs: A transdisciplinary view and interactive approach. *Public Administration Review*, 71(3), 405-413.

- Harney, B., & Jordan, C. (2008). Unlocking the black box: line managers and HRM-Performance in a call centre context. *International Journal of productivity and performance management*, 57(4), 275-296.
- Henseler, J. (2017). Partial least squares path modeling. In *Advanced methods for modeling markets* (pp. 361-381). Springer, Cham.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2012). Using partial least squares path modeling in advertising research: basic concepts and recent issues. In *Handbook of research on international advertising*. Edward Elgar Publishing.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Hitt, D. H., & Tucker, P. D. (2016). Systematic review of key leader practices found to influence student achievement: A unified framework. *Review of educational research*, 86(2), 531-569.
- House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis?. *Journal of management*, 23(3), 409-473.
- Howell, J. M., & Avolio, B. J. (1992). The ethics of charismatic leadership: submission or liberation? *Academy of Management Perspectives*, 6(2), 43-54.
- Humphreys, J. H., & Einstein, W. O. (2003). Nothing new under the sun: Transformational leadership from a historical perspective. *Management Decision*, 41(1), 85-95.

Institutionalising performance management reforms in the Ghanaian Public Service: administrative culture versus leadership? (Master's thesis, The University of Bergen).

Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of leadership style on employee performance. *Arabian journal of business and management review*, 5(5), 1-6.

Islam, R., Osman, N., Othman, M. F., & Raihan, M. A. (2019). Impact of global leadership behaviors on performance of multinational companies. *Humanities & Social Sciences Reviews*, 7(3), 661-670.

Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006). Using mixed-methods sequential explanatory design: From theory to practice. *Field methods*, 18(1), 3-20.

Jung, D. D., Wu, A., & Chow, C. W. (2008). Towards understanding the direct and indirect effects of CEOs' transformational leadership on firm innovation. *The leadership quarterly*, 19(5), 582-594.

Kalangi, S., Weol, W., Tulung, J., & Rogahang, H. (2021). Principal Leadership Performance: Indonesian Case. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 74-89.

Kaplan, R. M., & Saccuzzo, D. P. (2017). *Psychological testing: Principles, applications, and issues*. Cengage Learning.

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (Vol. 2, p. 528). New York: wiley.

- Kekeya, J. (2016). Analysing qualitative data using an iterative process. *Contemporary PNG Studies*, 24, 86-94.
- Kell, H. J., & Motowidlo, S. J. (2012). Deconstructing organizational commitment: associations among its affective and cognitive components, personality antecedents, and behavioral outcomes 1. *Journal of Applied Social Psychology*, 42(1), 213-251.
- Khan, I., & Nawaz, A. (2016). The leadership styles and the employee's performance: A review. *Gomal University Journal of Research*, 32(2), 144-150.
- Khan, M. R., & Wajidi, A. (2019). Role of leadership and team building in employee motivation at workplace. *GMJACS*, 9(1), 11-11.
- Khuwaja, U., Ahmed, K., Abid, G., & Adeel, A. (2020). Leadership and employee attitudes: The mediating role of perception of organizational politics. *Cogent Business & Management*, 7(1), 1720066.
- Kinsambwe, R. (2016). Leadership styles and performance of academic employee in public universities in Uganda. In *Chaos, Complexity and Leadership 2014* (pp. 251-260). Springer International Publishing.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Lans, W., & Van der Voordt, D. J. M. (2002). Descriptive research. In *Ways to study and research urban, architectural and technical design* (pp. 53-60). DUP Science.

- Leedy, P. D. & Ormrod, J. E. (2010). *Practical Research: Planning and Design* (9th ed.). Boston, MA: Pearson.
- Malhotra, N. K., Birks, D. F., & Wills, P. A. (2013). *Essentials of Marketing Research* E-book.
- Mawoli, M., & Haruna, M. (2013). Effect of leadership styles on employees' job performance: Evidence from Federal Medical Centre in Niger State.
- Mawoli, MA, Mohammed, TH, and Sarkin-Daji, BD (2013). Leadership Styles, Job Performance, Public Health Institutions, Federal Medical Centre, Private Health Institutions, Lapai Journal of Management Science, 4(1), 2838.*
- Maxwell, J. C. (2012). *The Law of Addition: Lesson 5 from the 21 Irrefutable Laws of Leadership*. HarperCollins Leadership.
- McColl-Kennedy, J. R., & Anderson, R. D. (2005). Subordinate–manager gender combination and perceived leadership style influence on emotions, self-esteem and organizational commitment. *Journal of Business Research*, 58(2), 115-125.
- McSwain, A. M. E. (2011). *Perceived mentoring responsibilities of charge nurses, the nursing-unit frontline leaders: A phenomenological study* (Doctoral dissertation, University of Phoenix).
- Mitonga-Monga, J., Coetzee, M., & Cilliers, F. V. N. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo. *African journal of business management*, 6(15), 5389.

- Mohiuddin, Z. A. (2017). Influence of leadership style on employee's performance: Evidence from literatures. *Journal of Marketing and Management*, 8(1), 18.
- Muchiri, M. K., & Cooksey, R. W. (2011). Examining the effects of substitutes for leadership on performance outcomes. *Leadership & Organization Development Journal*, 32(8), 817-836.
- Mugenda, O. M., & Mugenda, A. G. (2003). Research methods: sample size determination. *African Centre for Technology Studies*.
- Mugo, L. W. (2012). *Factors affecting entrepreneurs' performance in Kenya: a case of Nairobi Women Groups in the Central Business District* (Doctoral dissertation, University of Nairobi, Kenya).
- Muller, P. (2006). Reputation, trust and the dynamics of leadership in communities of practice. *Journal of Management & Governance*, 10(4), 381-400.
- Mwombeki, F. K. (2017, May). 'An overview of contractors' conducts and compliance. In *Proceedings of CRB Annual Consultative Meeting 2017. 20 Years of CRB; Contractors Good Conduct and Compliance as a Strategy to Win Clients' Trust. Dodoma 4-5 May*.
- Nassaji, H. (2015). Qualitative and descriptive research: Data type versus data analysis. *Language teaching research*, 19(2), 129-132.

- Nasurdin, A. M., Hazlina Ahmad, N., & Arwani Razalli, A. (2014). POLITICS, JUSTICE, STRESS, AND DEVIANT BEHAVIOUR IN ORGANIZATIONS: AN EMPIRICAL ANALYSIS. *International Journal of Business & Society*, 15(2).
- Niewiesk, S., & Garrity-Rokous, E. G. (2021). The academic leadership framework: A guide for systematic assessment and improvement of academic administrative work. *Global Business and Organizational Excellence*, 40(4), 50-63.
- Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications.
- Odumeru, J. A., & Ogbonna, I. G. (2013). Transformational vs. transactional leadership theories: Evidence in literature. *International review of management and business research*, 2(2), 355.
- Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: a case study of Nigerian banks. *American journal of business and management*, 1(4), 202-207.
- Oliver, W. (2012). *The impact of leadership styles on employee engagement in a large retail organisation in the Western Cape* (Doctoral dissertation, University of the Western Cape).
- Onorato, M. (2013). Transformational leadership style in the educational sector: An empirical study of corporate managers and educational leaders. *Academy of Educational Leadership Journal*, 17(1), 33.

- Paquot, M., & Plonsky, L. (2017). Quantitative research methods and study quality in learner corpus research. *International Journal of Learner Corpus Research*, 3(1), 61-94.
- Plano Clark, V. L. (2010). The adoption and practice of mixed methods: US trends in federally funded health-related research. *Qualitative Inquiry*, 16(6), 428-440.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Meta-analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. *Journal of Applied psychology*, 81(4), 380.
- Polit, D. F., & Beck, C. T. (2008). *Nursing research: Generating and assessing evidence for nursing practice*. Lippincott Williams & Wilkins.
- Prasetya, A., & Kato, M. (2011, July). The effect of financial and non-financial compensation to the employee performance. In *The 2nd International Research Symposium in Service Management*. Yogyakarta, Indonesia (Vol. 20).
- Prussia, G. E., Anderson, J. S., & Manz, C. C. (1998). Self-leadership and performance outcomes: the mediating influence of self-efficacy. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 19(5), 523-538.

- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of management innovation, transformational leadership, and knowledge sharing on market performance of Indonesian consumer goods company. *Journal of Applied Management (JAM)*.
- Quintana, T. A., Park, S., & Cabrera, Y. A. (2015). Assessing the effects of leadership styles on employees' outcomes in international luxury hotels. *Journal of Business ethics*, 129, 469-489.
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of leadership style, motivation and work discipline on employee performance in PT. ABC Makassar. *International Review of Management and Marketing*, 8(6), 67.
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of leadership style, motivation and work discipline on employee performance in PT. ABC Makassar. *International Review of Management and Marketing*, 8(6), 67.
- Redmond, S., & Dolan, P. (2016). Towards a conceptual model of youth leadership development. *Child & Family Social Work*, 21(3), 261-271.
- Rizwan, M., Khan, M. N., Nadeem, B., & Abbas, Q. (2016). The impact of workforce diversity towards employee performance: Evidence from banking sector of Pakistan. *American Journal of Marketing Research*, 2(2), 53-60.
- Robson, C. (2002). *Real World Research* Second Edition Oxford.
- Russo, D., & Stol, K. J. (2021). PLS-SEM for software engineering research: An introduction and survey. *ACM Computing Surveys (CSUR)*, 54(4), 1-38.

- Sadeghi, A., & Pihie, Z. A. L. (2012). Transformational leadership and its predictive effects on leadership effectiveness. *International Journal of Business and Social Science*, 3(7).
- Saira, S., Mansoor, S., & Ali, M. (2021). Transformational leadership and employee outcomes: the mediating role of psychological empowerment. *Leadership & Organization Development Journal*, 42(1), 130-143.
- Sarantakos, S. (2005). Social research. Basingstoke, Hampshire, UK.
- Sarstedt, M., & Cheah, J. H. (2019). Partial least squares structural equation modeling using SmartPLS: a software review.
- Sarstedt, M., Hair Jr, J. F., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal (AMJ)*, 27(3), 197-211.
- Sarstedt, M., Hair, J. F., Pick, M., Liengaard, B. D., Radomir, L., & Ringle, C. M. (2022). Progress in partial least squares structural equation modeling use in marketing research.
- Saunders, M. (2014). Research methods for business students (6th edn.
- Saunders, M. N. K., & Tosey, P. C. (2013). The layers of research design. *Rapport*, (Winter), 58-59.
- Saunders, M., Lewis, P. H. I. L. I. P., & Thornhill, A. D. R. I. A. N. (2007). Research methods. *Business Students 4th edition Pearson Education Limited, England*, 6(3), 1-268.

- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Schermerhorn Jr, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G. (2011). *Organizational behavior*. John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Shafie, B., Baghersalimi, S., & Barghi, V. (2013). The relationship between leadership style and employee performance: Case study of real estate registration organization of Tehran Province. *Singaporean Journal of Business, Economics and Management Studies*, 51(1119), 1-9
- Shah, S. M. M., & Hamid, K. B. A. (2015). Transactional leadership and job performance: An empirical investigation. *Sukkur IBA Journal of Management and Business*, 2(2), 74-85.
- Shmailan, A., & Abdulwahab, S. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4 (1), 1–8.
- Siahaan, E., Gultom, P., & Lumbanraja, P. (2016). Improvement of employee banking performance based on competency improvement and placement working through career development (case study in Indonesia).
- Silva, D. A. C. S., & Mendis, B. A. K. M. (2017). Male vs female leaders: Analysis of transformational, transactional & laissez-faire women leadership styles. *European Journal of Business and Management*, 9(9), 19-26.

- Simon, M. (2011). Assumptions, limitations and delimitations.
- Sithole, A., & Sudha, S. (2014). Transactional leadership style and employees' turnover intention in information technology organizations. *International Journal of Case Studies*, 4(10).
- Steinmann, B., Klug, H. J., & Maier, G. W. (2018). The path is the goal: How transformational leaders enhance followers' job attitudes and proactive behavior. *Frontiers in psychology*, 9,2338.
- Steinwart, M. C., & Ziegler, J. A. (2014). Remembering apple CEO Steve Jobs as a" transformational leader": Implications for Pedagogy. *Journal of Leadership Education*, 13(2).
- Subedi, D. (2016). Explanatory sequential mixed method design as the third research community of knowledge claim. *American Journal of Educational Research*, 4(7), 570-577.
- Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *How to choose a sampling technique for research (April 10, 2016)*.
- Tahir, L., Abdullah, T., Ali, F., & Daud, K. (2014). Academics transformational leadership: an investigation of heads of department leadership behaviours in Malaysian public universities. *Educational Studies*, 40(5), 473-495.
- Tamatey, S., & Malcalm, E. (2017). Examining leadership style on employee performance in the public sector of Ghana. *International Journal of scientific and research publications*, 7(11), 343-358.

- Tamatey, S., & Malcalm, E. (2017). Examining leadership style on employee performance in the public sector of Ghana. *International Journal of scientific and research publications*, 7(11), 343-358.
- Tandoh, V. C. (2011). *Effect of leadership behaviours on employee performance in Guinness Ghana Breweries Limited* (Doctoral dissertation).
- Taylor-Bianco, A., & Schermerhorn, J. (2006). Self-regulation, strategic leadership and paradox in organizational change. *Journal of Organizational Change Management*, 19(4), 457-470.
- Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management journal*, 46(1), 97-105.
- Teshome, T. (2013). The relationship between leadership styles and employee commitment in private higher education institutions at Addis Ababa City.
- Torlak, N. G., & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. *International Journal of Productivity and Performance Management*.
- Udoh, B. E., Agu, A. O., & Agu, T. (2012). Impact of transformational and transactional leadership on organizational performance. *International Journal of Current Research*, 4(11), 142-147.
- Van Wart, M. (2013). Lessons from leadership theory and the contemporary challenges of leaders. *Public Administration Review*, 73(4), 553-565.

- Velu, L., Manxhari, M., Demiri, V., & Jahaj, L. (2017). The influence of leadership styles on employee's performance. *Management (16487974)*, 31(2).
- Voon, M. L., Lo, M. C., Ngui, K. S., & Ayob, N. B. (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. *International journal of business, management and social sciences*, 2(1), 24-32.
- Wachaga, E. N. (2017). *Influence of leadership styles on performance of insurance projects: A case of Eagle Africa Insurance, Kenya* (Doctoral dissertation, University of Nairobi).
- Yahaya, A., Osman, I., Mohammed, A. B. F., Gibrilla, I., & Issah, E. (2014). Assessing the effects of leadership styles on employee productivity in Tamale, Polytechnic, Ghana. *International Journal of Economics, Commerce and Management*, 2(9), 12-27.
- Yang, Y., Lee, P. K., & Cheng, T. C. E. (2016). Continuous improvement competence, employee creativity, and new service development performance: A frontline employee perspective. *International Journal of Production Economics*, 171, 275-288.
- Yates, F. A. (2014). *Giordano Bruno & Hermetic Trad.* Routledge.

APPENDIX
QUESTIONNAIRE
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear sir/madam,

I am student undertaking research on The Effect of Leadership Styles on Employee Performance. This is purely academic exercise and you are assured of concealment of the information you will provide. Your candid opinion is keenly needed; therefore, you are entreated to complete this questionnaire to promote the success of this exercise. Your responses will be treated confidential. Thank you.

SECTION A: DEMOGRAPHICS DATA

1. Gender

☐ Male ☐ Female

2. Age

☐ 25-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ Above 45

3. Level of education

☐ Certificate ☐ Diploma ☐ Degree ☐ Professional Others

(Specify).....

3. Years of experience

☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ Above 20

SECTION B: LEADERSHIP STYLES

On a scale of 1 to 5 indicate the level agreement to the following statements;

where 1 is Least Agree and 5 is Strongly Agree

Laissez-faire LEADERSHIP STYLE	1	2	3	4	5
<i>Please to what extent do you agree with the following statements; indicate your level of agreement by tick the appropriate check box.</i>					
1. My boss grants me autonomy to independently resolve complex circumstances according to my own approach.					
2. My supervisor maintains a hands-off approach while I carry out my tasks.					
3. Typically, my boss grants me the authority to evaluate my own work.					
4. My boss grants me full autonomy to independently resolve issues.					
5. I generally like minimal involvement from my boss in most circumstances.					
6. Typically, my supervisor believes it is most advantageous to refrain from interfering with					

subordinates.					
TRANSACTIONAL LEADERSHIP STYLE					
1. I am consistently knowledgeable about the necessary actions to take in order to receive suitable rewards.					
2. The fulfilment of agreed-upon norms pleases my superior.					
3. My boss penalises any employee who fails to match the prescribed criteria.					
4. My supervisor offers incentives upon successful target attainment.					
5. My leader reprimands any worker who fails to reach the expected standards.					
6. The supervisor has implemented explicit guidelines, regulations, and benchmarks that are expected to be adhered to by all employees.					
7. I am instructed by my superior to achieve predetermined objectives.					
8. My supervisor provides workers with information regarding the criteria that must be understood in order					

to perform our tasks.					
9. My supervisor is just concerned with my performance for a specific term.					
10. My supervisor grants us the freedom to introduce innovative concepts and devise novel approaches to tasks.					
TRANSFORMATIONAL LEADERSHIP STYLE					
1. The project vision is clearly communicated to the workforce by my boss.					
2. The workers receive assistance from their superior.					
3. My supervisor empowers me to see issues from fresh vantage points.					
4. My superior is highly concerned about the welfare of the workers.					
5. The primary objective of my leader is to effectuate a profound and positive change in the livelihoods of workers.					
6. My supervisor focuses on the growth and development of the employee.					

7. The performance of workers is a matter of significant importance to my boss.					
8. My supervisor provides individualised attention to all the employees.					
9. My supervisor aids employees in enhancing our levels of motivation.					
10. My superior have the ability to effectively resolve conflicts among employees in a peaceful and cooperative manner whenever they arise.					

SECTION C

Employee Performance

On a scale of 1 to 5 indicate the level agreement to the following statements;

where 1 is Least Agree and 5 is Strongly Agree

Employee Performance	1	2	3	4	5
<i>Please to what extent do you agree with the following statements; indicate your level of agreement by tick the appropriate check box.</i>					
1. I consistently arrive at work punctually.					
2. I consistently arrive at work promptly.					
3. I am driven in my professional endeavours.					
4. I am motivated by my colleagues to excel in my performance.					
5. Collaboration is present within my department.					
6. My boss exhibits strong teamwork skills.					
7. My supervisor provides me with the necessary assistance to fulfil my responsibilities.					
8. My supervisor evaluates my performance on a daily basis.					

9. The effective leadership demonstrated by my boss enhances my performance.					
10. I am content with my supervisor's leadership approach.					

THANK YOU FOR YOUR PARTICIPATION