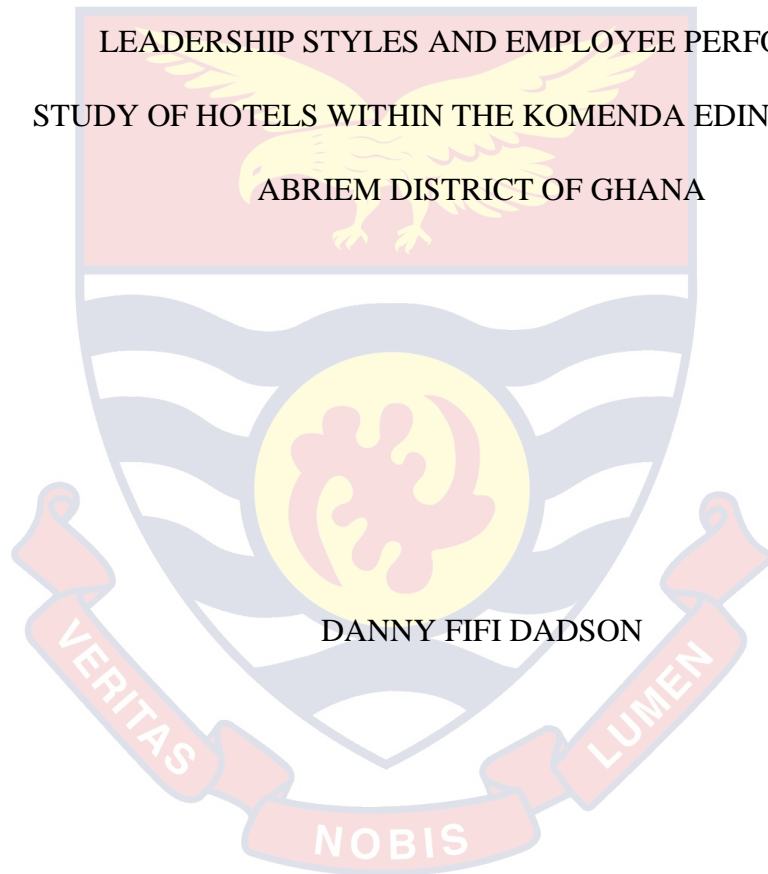UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE: A

STUDY OF HOTELS WITHIN THE KOMENDA EDINA EGUAFO
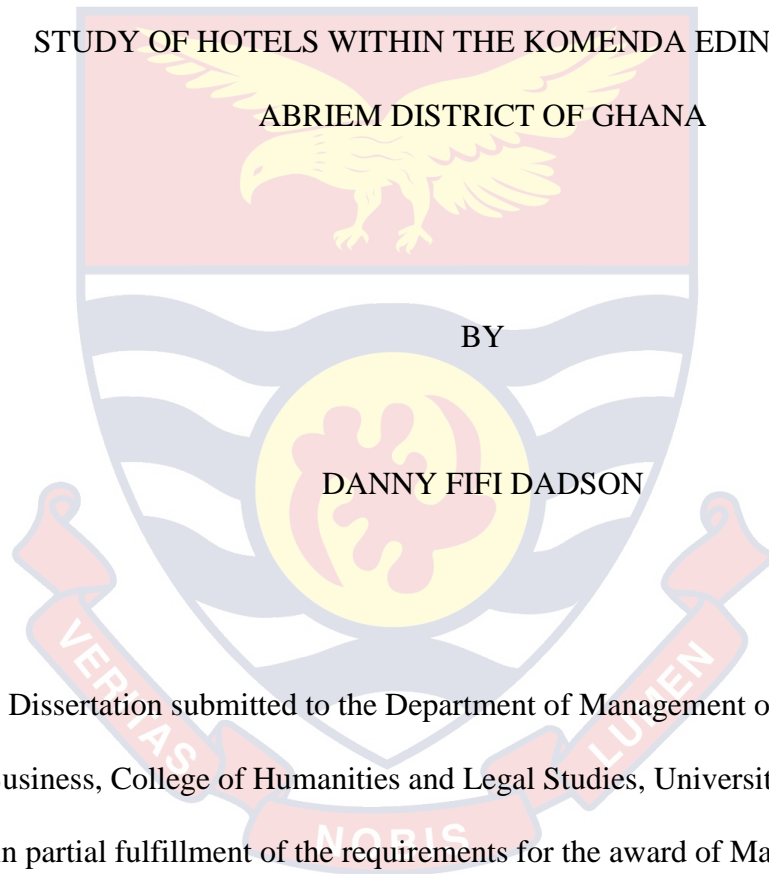
ABRIEM DISTRICT OF GHANA

DANNY FIFI DADSON

2020

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE: A

STUDY OF HOTELS WITHIN THE KOMENDA EDINA EGUAFO

ABRIEM DISTRICT OF GHANA

BY

DANNY FIFI DADSON

Dissertation submitted to the Department of Management of the School of

Business, College of Humanities and Legal Studies, University of Cape Coast,

in partial fulfillment of the requirements for the award of Master of Business

Administration degree in Management

OCTOBER 2020

## DECLARATION

**Candidate's Declaration**

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

Candidate's Signature: ……………………….. Date: ..............................

Name: Danny Fifi Dadson

**Supervisor's Declaration**

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

Supervisor's Signature: …………………... Date: ............................

Name: Dr. Nicodemus Osei Owusu

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# ABSTRACT

The thrust of this research was therefore to assess the effects of leadership styles on employee performance: a study of hotels within the Komenda Edina Eguafo Abriem District of Ghana. Primary data were gathered from 100 staff of the hotels within the district. Data was collected on employee performance and leadership styles (democratic, laisser-faire, and autocratic) which were considered to be the predictors of employee performance. The gathered data were investigated using Pearson correlation and simple linear regression analytic techniques. The Pearson correlation analysis showed a positive correlation between employee performance and democratic leadership style, employee performance and laisser-faire, and employee performance and autocratic leadership style. Further, results from simple linear regression revealed that leadership style predicts employee performance. The study found out that, autocratic leadership style had the highest positive influence to employee performance. The study therefore recommends that, employers within the district should employ the autocratic leadership styles within their hotels to ensure increased employee performances. The study concludes that the type of leadership style affects employees' performance within hotels within the Komenda Edina Eguafo Abriem District of Ghana.

## ACKNOWLEDGMENTS

This work was made possible with the kind help of many individuals I desire to recognize.  First and foremost, my remarkable thanks go to Dr. Nicodemus Osei Owusu of the Department of Management, UCC who through his contribution and guidance in different ways made this study work a success. Secondly, I am thankful to Prof. Abigail Opoku Mensah for her contribution to the success of this work.

## DEDICATION

To my family

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## CHAPTER ONE

## INTRODUCTION

To enhance the performance of an employee, workers will depend on a large event of leadership style that is operational within an organisational setting. Employee performance and the cohesion of both leadership and performance should be evident through style and approach used by managers in the attempt to cause efficiency which requires specific leadership approaches to unique performance challenges in achieving departmental goals.

**Background to the Study**

History tells us that, all the major and significant developments and breakthroughs in science and technology, arts and industry were as a result of the presence of a leader (Shafie, Baghersalimi, & Bargi, 2013). According to Skoogh (2014), it is safe to say that leadership has played an important role since the dawn of history of mankind. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organisations of a country and public life, at all levels, in short in every walk of life (Anyango, 2015).

In a competitive business environment, organisations rely upon their leaders to facilitate the changes and innovations required to maintain competitive advantage (Anyango, 2015). Bass (1997), opined that, for any organisation to survive in a dynamic and competitive business environment, it has to adopt the best leadership styles. Because employees' perception of leadership style greatly affects the performance and commitment of the employee to achieving the organisations goals (Jaskyte, 2004). The challenges of coping with today's uncertain business environment have put many

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organisations on their toes to struggle for survival in the heat of competition (Anyango, 2015). The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in achieving organisational goals and also boost employee's performance (Anyango, 2015).

Corporations strive to search great leaders that can lead them to success, endless theories have been put out by researchers to identify how best leaders operate. As a result, many leadership theories have been developed over the years. Lewin's leadership style (1939), identified that there are three different leadership styles, democratic, autocratic and laissez-faire (Billing, 2015). Lewin's leadership style, however appears to be a significant subject where leadership style is concerned as various studies have been conducted on Lewin's leadership style (Bhatti, Maitlo, Shaikh, Hashmi & Shaikh, 2012); Khan, Khan, Qureshi, Ismail, Rauf, Latif, & Tahir, 2015; Wong, Chan, Chong, Ng & Wong, 2014; Anbazhagan & Kotur, 2014; Yao, Woan, Li & Ahmad, 2017; Ping, 2015; Omolayo, 2007; Benjamin, 2015; Longe, 2014; Kotur & Anbazhagan, 2014).

The importance of leadership style is not unknown and it is shown by a significant number of studies that have been conducted on leadership style in developed and developing countries (Babatunde, 2015; Iqbal, Anwar & Haider, 2015; Mohammed, Yusuf, Sanni, Ifeyinwa, Bature & Kazeem, 2014; Paracha, Qamar, Mirza, Hassan, & Waqas, 2012; Zumitzavan & Udchachone, 2014). The benefits of good leadership cannot be overemphasised as Vigoda-Gadot (2006), opined that, leadership determines the extent of successes and failures of organisations. Charlton (2000), also argued that the performance of

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organisations and employees was as a result of positive influence through effective leadership. Shafie, Baghersalimi, & Barghi, (2013), explains the importance of leadership in organisations and especially on human beings who are apparently the biggest asset of any firm; "the main drivers of organisations are usually employees, they give life to the organisations and provide goals".

It is very paramount to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders. In fact, leadership is very critical for all organisations in realising their set objectives. That is, effective leadership plays an instrumental role in ensuring that employees are attracted, maintained, trained and motivated to perform to accomplish the goals and objectives of the organisation. The achievements and performance of the organisation is eventually due to the collective performance of the employees (Malcalm & Tamatey, 2017). Thus, the leadership styles of the leaders and managers can either motivate the employees to increase and improve his/her performance or discourage employees from putting in their best (Malcalm & Tamatey, 2017).

Due to this, Turner and Muller (2005), emphasised that for efficiency purposes, more emphasis should be placed on an effective leadership style, one that positively affects employees' performances, effectiveness and productivity. Robbins (2003), then concluded that, the main role and responsibility of a leader is to develop the capacity to direct people with a shared vision to achieve common goals.

According to Mazrui (2007), Africa for the new millennium demands exceptional leadership. The emergence of a new style of leadership is critical not only for global Africans, but also for a world confronting globalisation. It

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is recognised that leadership, especially in Africa, is difficult. There are many challenges, particularly of political, culture, poverty, illiteracy and disunity, yet Africans have come together in Mombasa and earlier in Gaborone to maximise and affirm the potential for positive leadership on our continent (Rotberg, 2004).

**Statement of the Problem**

Leadership is a major reason for organisations to perform better or fail. Some leaders excel in transforming the organisation but not without paying some price. It affects everyone from local clubs to a country's army. Leadership can make or break an organisation. Africa has been crippled with a lot of self-styled leaders with limited vision for their followers. It is realised that most organisations in Ghana, work schedule are task focused and routine, with no flexibility and yet decisions and policies are imposed on subordinates. In such organisations where the leadership perceives employees as mere hands to get job done employees would pretend to do well due to the standards and measure being assigned to them. For employees to accomplish their work, leaders must encourage individuals who report to them. Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organisation (Alghazo & Al-Anazi, 2016).

According to Adei and Djanie (2003), for Ghana to move forward, there should be in place effective leadership styles such as the autocratic, democratic and laissez-faire styles that are critical for improving performance and productivity in the private and public organisations. Hurduzue (2015), proclaimed that effective leadership style could promote excellence in the development of the members of the organisation. For effective and efficient

organisational leadership, the human factor must be critically looked at from employee performance. Tourism industry is the very crucial sector in the economic development in the world. It is the most dependent sector in Africa for its economic, socio-cultural and environmental development and thus the kind of leadership in the sector would either enhance or deteriorate the rich experience one encounters in Ghana.

Hotels are the essential subsector in the growth of tourism industry in the world, since without hotels; it may be difficult for guests/tourist to travel to a particular preferred destination. Therefore, it is necessary to imbibe good leadership style that would make employees motivated in order to accomplish their mandated task. In general, tourism has become a significant industry in both rich and poor economies because of its important impacts on economic, livelihoods and socio-cultural development (Shah 2002). All these are a result of quality and standard hotels which attract tourists and motivate tourists' choice of place to stay and place to eat. Hotels as well as other forms of accommodations are generally segmented by the services and amenities offered.

These two factors, along with location, also have a bearing on the price range. The Hotel industry has a set of leadership standards expected to be lived by all its leaders with the view of improving performance. Surprisingly, little effort has been devoted to exploring the leadership style of hotels and how they motivate employee performance in further enhancing Tourisms in the country. This research sought to investigate and understand the impact of different leadership styles (autocratic, democratic and laissez-faire) and their effect on employee performance in the hotel Industries.

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**Purpose of the Study**

The purpose of the study is to investigate and understand the impact of different leadership styles on employee performance: a study of hotels within the Komenda Eedina Eguafor Abriem District of Ghana.

**Research Objectives**

The study aimed at assessing the effect of leadership styles on employees' performance in hotels within the Komenda Edina Eguafo Abrem District of Ghana. Specifically, the study sought to:

1. Examine the effect of democratic leadership styles on employee performance

2. Examine the effect autocratic leadership styles on employee performance.

3. Assessing the effect laisser-faire leadership styles on employee performance

4. Examine the combined effect of the various leadership styles on employee performance

**Research Questions**

In order to find answers to the problem, the following research questions were formulated for the study:

1. What is the effect of democratic leadership styles on employee performance?

2. What is the effect of autocratic leadership styles on employee performance?

3. What is the effect of laisser-faire leadership styles on employee performance?

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4. What is the effect combined effect of the various leadership styles on employee performance?

**Significance of the Study**

The study is expected to reveal some findings which will help not only help the hotel industry, but also stakeholders in helping reforming the Hotel Industry. This is not only in Komenda Edina Eguafo Abriem District but other hotels in and across the country and to make informed choices.

This study is conducted to provide information for the entire leadership of the Ghana Tourism Industry. The study would help the leaders and employees to understand themselves, their abilities, interest, aspiration, motivational factors and decision-making capability. For experts in the hotel service or institutions, although may have some outlined benefits but not experientially noticed (Sfantou, Laliotis, Patelarou, Sifaki-Pistolla, Matalliotakis, & Patelarou, 2017), it is anticipated that they would recognise and appreciate the importance of leadership styles and/or qualities to their academic and social development.

It can be beneficial for leaders to understand which types of leadership impacts on employee performance and how employees can also be motivated through proper leadership. Findings from this study could be used by government and key stakeholders to make new policies, leadership programmes that would see leaders acquire relevant leadership skills for effective management and organisational performance. Eventually, to promoting quality leadership geared towards enhancing employee performance. This research will be beneficial for employees to identify which

leadership style is good for them in terms of work satisfaction and the success of their careers.

It is hoped that the study will add to the existing number of researches on leadership qualities and employee performance in Ghana. Thus, contributing to the review of employees' perception of various leadership style in varied institutions.

**Delimitations**

The study is concentrated on hotels located in the Komenda Edina Eguafo Abriem District in the Central Region, Ghana. The study is wholly descriptive study that sought to identify correlations between leadership style and employee productivity. The study would make use of both primary and secondary data. Secondary data would be used in order to identify the total staff size which would be sampled for the survey whereas primary data was collected based the sampled survey from the research setting. The data was primarily collected through the use of questionnaire, open-ended questions in a semi-structured format and closed-end questions. Collected data would be analysed critically using descriptive and inferential statistical methods.

It is imperative to note that results of this study cannot easily be generalised for all hotels across this country. This is because it is possible different leadership style would influence staff productivity differently in different settings.

**Limitations**

It would have been prudent to conduct such a study at all hotels across the nation to ascertain the kind of leadership style and skills common to the Hotel industry and how it enhances the performance of the employees and the

service itself. However, owing to lack of first-hand information on the subject matter, financial challenges and time constraint in undertaking the study, the researcher was limited to conduct the research in hotels located in the KEEA district of Ghana.

Again, the study employed descriptive and correlational analysis in order to infer the kind of relationship between leadership skills and staff performance. In contrast, this kind of study does not analyse the extent to which a change in a leadership would influence employees' productivity since it a simple cross-sectional analysis. It would have been interesting to observe over time the various kinds of leadership styles that is accustomed to employees which enhances their productivity which this paper does not permit due to time and financial constraints.

**Organisation of the Study**

The study is organised into five chapters. Chapter One introduces the reader to the Introduction: this chapter will focus on a brief background on leadership qualities and employee performance, research objectives and questions, delimitations and limitations of the study. Chapter Two, literature review will review both theoretical and empirical literature and among other concepts on leadership qualities and employee performance. Chapter Three presents the research methodology, this chapter will focus on the research design, methods used in the collection of data for the project and hence the kind of analyses which best suits the data. Chapter Four, analysis and discussion of data collected in the field survey. It will involve the description of the data and/or results in frequencies, ranges, tables and charts. Moreover, the analysis would also present the correlational analysis of the data obtained.

Chapter Five, summary, findings and conclusion of the study would be laid bare and hence would provide recommendation on the research.

**Chapter Summary**

The chapter dispensed with the introduction which gave an overview of the study. The background to the study was also dealt with. Preceding the background to the study is the statement of the problem which explains the rationale behind the study conducted. Then is the purpose of the study, the research objectives as well as the research questions. The significance of the study which justified the relevance of the study was dealt with as well as the delimitations of the study. The study then concluded with the organisation of the study.
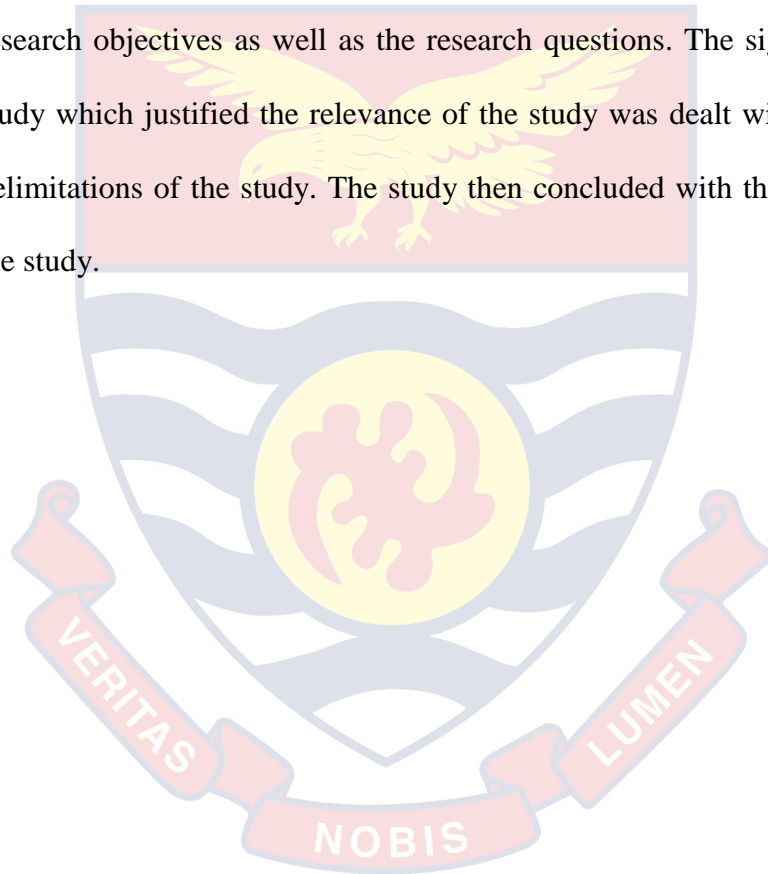
# CHAPTER TWO

# LITERATURE REVIEW

## Introduction

This chapter seeks to review literature on leadership qualities and employee performance. It provides background on leadership qualities and employee performance research previously done and findings that leads to the existence of this study. Furthermore, the chapter presents theoretical framework that built the conceptual foundation for the study and guided the research design and methodology.

## Theory underpinning the study

Theoretical models are body of knowledge that seeks to observe, understand and explain concepts and in the context of this study there are basic theories which include; Trait theory, Contingency theory, Situational leadership theory, Transformational leadership theory, Transactional theory, Behavioral theory and Great man theory. However, for the purposes of this study, the Trait theory of leadership will be used as the foundational theory. This framework was chosen because, it helped bring meaning and generalization to the styles of leadership. It also helped create the vision to which the research problem is focused.

## Trait Theory of Leadership

Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors and skill level. The trait approach to leadership was one of the earliest theories of leadership and formed the basis of most early leadership research (Fleenor, 2006). Kanodia and Sacher (2016),

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defines traits as "the consistent and habitual patterns of thoughts, feelings, behaviour, emotions or actions that distinguish one individual from another which are considered to be relatively consistent and distinctive ways across situations and over time."

Trait theory views leadership solely from the perspective of the individual leader. It assumes that people inherit certain qualities and traits that make them better suited to leadership.

This approach focuses on the personal attributes (or traits) of leaders, such as physical and personality characteristics, competencies, and values or behavioural characteristics shared by leaders.

Most of the early empirical work on the trait approach focused on the systematic investigation of the differences between leaders and followers.

According to Fleenor, (2006), researchers were reasonable to assume that individuals in higher-level positions would possess more leadership traits than those in lower-level positions. Leaders tended to be slightly higher on traits such as height, intelligence, extraversion, adjustment, dominance, and self-confidence as compared with non-leaders. Many early trait researchers had assumed that, no matter what the situation, there was a set of characteristics that made a leader successful. The basis assumption of trait research is that internal disposition has an influence on behaviour. Trait researchers often developed lists of characteristics that they believed were related to successful leadership. In creating such lists, some researchers mixed together very different attributes. For example, lists included some leadership traits that were aspects of behaviours and skills, in addition to other traits that were related to temperament and intellectual ability.

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These lists of traits typically included characteristics such as self-confidence, intelligence, ambition, perseverance, assertiveness, emotional stability, creativity, and motivation (Fleenor, 2006). It is often clear from the studies that the characteristics of the person determine individual's behaviour. It is implicitly assumed that the personality affects behaviour. Kanodia and Sacher (2016), emphasises that a trait underlines a competency and therefore it forms a base for performance. Kanodia and Sacher (2016), asserts that it is naturally pleasing theory and valid as lot of research has validated the foundation and basis of the theory. It serves as a yardstick against which the leadership traits of an individual can be assessed. It gives a detailed knowledge and understanding of the leader element in the leadership process.

The trait theory does not only provide the valuable constructive information about leadership but also can be applied by individuals at any level in all types of organisations. Leaders or Managers can utilize information from these theories not only to evaluate their position in their organisation but also to assess how their position can be made stronger in their organisation. They can also get an in-depth understanding of their identities along with the better ways through which they can affect others in their organisation. This makes leaders or managers aware about their strengths and weaknesses with the better ways of developing leadership qualities (Kanodia and Sacher, 2016). This theory walks in the footsteps of the Great Man theory in assuming that leaders are born with traits that make them more suitable for the role of a leader than others who lack those natural-born traits. As such, the theory pinpoints certain qualities such as intelligence, accountability, sense of

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responsibility, and creativity, among others, that lets an individual excel at leadership.

**Concept of Leadership**

The organisational structure is comprised of different departments in which the employees work as the basic units with different capacities. In this regard, the basic responsibility of the leadership is to raise the moral values, working capacity and ultimately the output graph of the organisation (Avolio & Bass, 2004). The employees, in the presence of a leadership may not feel isolated from the central authority which keeps them intact and resultantly they work with integrity and utmost commitment. At macroscopic level, leadership is both a research area and a practical skill (King, Johnson & Vugt, 2009).

On the part of the researchers, the ongoing research highlights different leadership styles in the different circumstances in diverse spheres of life. On the part of individual level, it encompasses the abilities, leading capacity, skills and experience of a person or group of persons (Tahir, Abdullah, Ali & Daud, 2014). While exercising the authority, the leadership seeks the participation of the employees with all their dedication and sense of ownership through the power of mobilization, motivation and communication in the organisation (Chandra & Priyono, 2016).

Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organisation (Alghazo & Al-Anazi, 2016). Hurduzue (2015), proclaimed that effective leadership style could promote excellence in the development of the members of the organisation. According to Skoogh (2014),

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it is safe today that leadership has played an important role since the dawn of history of mankind.

Tannenbaum, Weschler and Massarik (1961), defined leadership as "interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of the specialized goal or goals" (cited in Ali, 2012). Jaques and Clement (1991), defined leadership "as a procedure where the leader shows the way and carry the followers along with charisma, competence and productivity". Schermerhorn, Hunt and Osborn (2000) also described leadership to be an interactive inspiration that get followers and subordinates to achieve the objectives and targets of the leader or the organisation.

In line with these and many other definitions, Tandoh (2011) discovered that, the focus of current leadership theories has shifted from individualities to the situations whereby the leadership recognises the importance and need to relate to the followers based on a particular situation and context.

**Types of Leadership Styles**

This section discusses the various forms of leadership styles that are practiced and have been witnessed both in the governance, corporate business, educational centres and institutions, and many human settings where leadership is required to steer the affairs. These styles include, democratic, autocratic, transformational, laissez-faire, transformational and transactional. However, for the purposes of this study, emphasis will be laid of democratic, autocratic and laissez-faire leadership styles as it has been given less attention

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on its impact within organisations (Fiaz, Su & Saqib, 2017). It is noteworthy that these styles have been documented in the literature.

**Transformational Leadership**

Burns (1978) was the first to put forward the concept of "transforming leadership". To Burns transforming leadership "is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents". Burns went on to also further define it by suggesting that: "Transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality…" He proposed that there is a special power entailed in transformational leadership with leaders "armed with principles [that] may ultimately transform both leaders and followers into persons who jointly adhere to modal values and end-values". Burns sees the power of transformational leadership as more noble and different from charismatic leadership, which he terms 'heroic' leadership, and executive or business leadership.

Bass (1985), further developed Burns' concept of transformational leadership. Bass (1985), asserts transformational leadership theory focused on how leaders influence followers by his/her qualities. The transformational leader possesses charismatic abilities, induces moral values and tries to develop the capabilities of the employees. This leadership gives a kind of vision which elevates the working potential and commitment of the followers/employees to achieve the high valued tasks those which yields a maximum output (Avolio & Bass,1994). Consequently, the employees beneath put forward all their efforts to bring up the organisational standards at par with

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the global values. At the same time, the transformational leadership is innovative, creative to some extent, takes bold initiativesand stands firm in collaboration with the popular will of all the units of the concern organisation (Salman, Riaz, Saifullah & Rashid, 2011).

The main task of a transformational leader is to rebuild a structural framework of the organisation according to the wins and wishes of the employees keeping in view the global standards and the contemporary situation. The transformational leader cultivates a level of trust to up-bring the confidence among the employees further which assembles the thought values of the employees resulted in the enriched performance (Chandra & Priyono, 2016). Avolio and Bass (1994), posits that there are five attributes of transformational leadership style namely the idealised behaviours (living one's ideals), idealised influence (respect, trust and faith), individualised consideration (coaching and development), inspirational motivation (inspiring others) and theintellectual stimulation (stimulating others).

This leadership has consistently shown advantages on a range of individual and organisational outcomes, such as objectives and performance (Bass, 1998). Through setting more challenging expectations and raising levels of self and collective efficacy, such a leadership style typically achieves significantly higher performance and commitment levels from their employees. While transformational leadership inspires common goals and aspirations that tend to transcend followers' individual needs and result in the attainment of major transformation in work-place effectiveness, it would be narrow-minded to view transformational leaders as the exclusive participants in the process of leader-follower exchanges.

**Transactional Leadership**

Bass (1985) indicates that transactional leaders "generally reflect on how to marginally improve and maintain the performance, how to replace one goal for another, how to decrease resistance to particular actions, and how to execute decisions". This form of leadership emphasizes the clarification of goals, work principles and standards, assignments and equipment. The transactional leader, following his/her style by implementing rules and regulations, establishes writ of authority, prescribes and focuses upon certain goals, directs the employees to achieve the pre-determined tasks (Avolio & Bass, 1994). Transactional leaders focus their energies on task completion and compliance and rely on organisational rewards and punishments to influence employee performance, with reward being contingent on the followers carrying out the roles and assignments as defined by the leader (Bass& Avolio, 2000; Mester, et al 2003). During the course of time, the skills and experience of the employees are utilised to its maximum through a system of rewards and punishments for good deeds and otherwise (Udoh & Agu, 2012).

This entire phenomenon is spanned not over a long period of time rather the organisational profile gets re-oriented and the whole dynamics is geared up to certain desired standards. The transactional leadership strictly follows the bee line, prefer to remains in a stipulated framework for the maximum employees' performance (Shah & Kamal, 2015).

The focal point of transactional leadership is on role elucidation. The leader assists the follower in understanding precisely what needs to be achieved in order to meet the organisation's objectives (Bass, 1985). Leaders who display a transactional leadership style define and communicate the work that must be

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done by their followers, how it will be done, and the rewards their followers will receive for completing the stated objectives (Burns, 1978, et al). There are four attributes of transactional leadership style namely the contingent rewards, contingent punishments, management-by-exception (active) and management-by-exception (passive).

Transactional leaders are able to entice subordinates to perform and there by achieve desired outcomes by promising those rewards and benefits for the accomplishment of tasks (Bass, 1990). Bass describes the transactional leader's relationship with the subordinates as having three phases. Firstly, he recognises what subordinates want to get from their work and ensures that they get what they want given that their performance is satisfactory. Secondly, rewards and promises of rewards are exchanged for employee's effort. Lastly, the leader responds to his employee's immediate self-interests if they can be met through completing the work. Transactional leaders are those leaders who implement structure and are understanding towards their employees (Senior, 1997).

**Democratic Leadership**

According to White & Lippitt (1960), democratic leaders actively encourage and stimulate group decisions and group discussions (as cited in Choi, 2007). Kuczmarski and Kuczmarski (1995), defined characteristic of democratic leaders as influential, helpful, knowledgeable, a good listener, encouraging, guiding, respecting and situation-centred (as cited in Ray & Ray,2012). Mullins (1999), stated that democratic leadership style centralised more on people and interaction is greater within the group (cited in Puni, et al., 2014).

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According to Khan et al. (2015), the democratic leadership style is also called the participative style as it encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem-solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision.

**Characteristics of Democratic Leadership**

Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. Typically, the democratic leader: develops plans to help employees evaluate their own performance; allows employees to establish goals; encourages employees to grow on the job and be promoted; recognises and encourages achievement; like the other styles, the democratic style is not always appropriate. Others include, it is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

However, democratic leadership should not be used when: there is not enough time to get everyone's input; it is easier and more cost-effective for the manager to make the decision. Moreover, the business can't afford mistakes, the manager feels threatened by this type of leadership and employee safety is a critical concern.

**Merits of Democratic Leadership**

Democratic leadership has the advantage of being self-sufficient, compromises are agreed, motivating, varied ideas as well the confidence of the group members. Moreover, it strengthens public interests, prohibitions are understood, an understanding of most problems, and the possibility to grow creatively is given. Others are it has freedom of expressing opinions, equal rights and makes integration of outsiders possible.

**Demerits of Democratic Leadership**

In as much as democratic leadership has good sides, it also has some demerits associated with it. Some of which include, it time consuming for the leader, difficult for the leader, very dependent upon age, no optimal solutions and lots of discussions can become boring.

**Autocratic Leadership**

Khan et al. (2015), emphasise that it is one in which the manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

According to Iqbal, et al. (2015), autocratic leaders are characterized by an "I tell" philosophy; autocratic leaders tell other people what to do. Nwankwo (2001) and Enoch (1999) described autocratic style as a leadership style where leaders exclusively make decisions and production is emphasised at the expense of any human consideration (cited in Akor, 2014).

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**Characteristics of Autocratic Leadership**

Typically, an autocratic leadership style is characterised by a number of factors. First, they rely on threats and punishment to influence employees. They do not trust employees, do not allow for employee input, autocratic leadership is not bad but sometimes it is the most effective style to use; new, untrained employees who do not know which tasks to perform or which procedures to follow. Furthermore, effective supervision can be provided only through detailed orders and instructions, employees do not respond to any other leadership style, there are high-volume production needs on a daily basis, there is limited time in which to make a decision and as well as a manager's power is challenged by an employee.

**Merits of Autocratic Leadership**

Autocratic leadership has some merits, some of which include, good control and overview of activities, unimpaired programme and no long discussions. Others are group members know what they must do and rules give security as well as discipline ensured.

**Demerits of Autocratic Leadership**

Defiance, no development of freedom of choice, less own initiative (fears, hatred toward other members) no trust and less or no self-confidence are some of disadvantages of autocratic leadership. Moreover, hierarchy is promoted, group interests are suppressed, groups are not relaxed, rivalry amongst the group members, ability to criticise is suppressed. Other notable ones include, the independence of the group is weakened by the authority of the leader, talents are not recognised and therefore not promoted, and lastly, fear turns into aggression, therefore violence.

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**Laissez-faire Leadership**

According to Bass & Avolio (1997), and Hartog and Van Muijen (1997), laissez faire leaders avoid making decisions, the provision of rewards and the provision of positive/negative feedback to subordinates (cited in Mester, et al., 2003).Jones & Rudd (2007) describe laissez-faire leadership as leadership in an inactive form characterized by unwillingness to be actively involved and a view that the best leadership comes from disassociation from activities. Van Eeden, Cilliers and Van Deventer (2008), stated that these leaders avoid active participation in responsibility of goals setting and avoid being involved when leadership direction is needed (cited in Ejimabo, 2015). All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

According to Khan et al. (2015), this is an effective style to use when: employees are highly skilled, experienced, and educated, employees have pride in their work and the drive to do it successfully on their own, outside experts, such as staff specialists or consultants are being used and when employees are trust worthy and experienced.

However, it is worthy to note that this style should not be used when: it makes employees feel insecure at the unavailability of a manager, the manager cannot provide regular feedback to let employees know how well they are doing, managers are unable to thank employees for their good work and lastly, the manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.

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**Merits of Laissez-faire Leadership**

Freedom to choose, no burden on the team members, independence sometimes is encouraged, the group leader hardly requires any preparation time are some merits of laissez-faire leadership style. Others merits are there is a lot of freedom and have their own social structures

**Demerits of Laissez-faire Leadership**

There are disadvantages associated with laissez-faire leadership. Amongst them, the group attempts to overstep the limit, unsatisfied minorities, tolerance between the group members is destroyed, misuse of rules, team members are no longer taken seriously and no responsibilities are assigned. Further, weaker members are held back, resignation is prevalent, hardly do they take initiatives, the group does not stick together and lastly there is high danger of injury to supervision laws.

**Employees Performance**

Performance is important to us as people and as organisations. The topic of performance is not a straight forward one (Corvellec, 1995). The word "performance" is utilised extensively in all fields of management. Often performance is identified or equated with effectiveness and efficiency (Neely, Gregory and Platts, 1995). Performance is a relative concept defined in terms of some referent employing a complex set of time-based measurements of generating future results (Corvellec, 1995).

According to Khan and Nawaz (2016), the term performance is elaborated as the ultimate ability of an individual (employee) to use its knowledge and skills efficiently and effectively. As the performance of an organisation is dependent on the quality of the workforce at all levels of the

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organisation (Temple, 2002), it is essential to discuss the concept of individual performance. Millcorvich and Bondream (1997), define employee performance as the degree to which employees accomplish work requirements. To them employee performance in effect reflects the efficiency of the organisation. So far, according to the research, the performance of employees is strictly related with his/her physical and academic profile (Dvir, Eden, Avolio & Shamir, 2002). Ultimately it is the performance of many individuals, which culminates in the performance of an organisation, or the achievement of goals in an organisational context (Armstrong & Baron, 1998).

In this regard, the performance of the individuals solely depends upon the policies of the concerned institution about their pay package, rewards, bonuses, yearly increments and other perks and privileges (Bodla & Nawaz, 2010). Still, the academic profile of the employees has the highest standing among all other factors. On the whole, the productivity/output can be enhanced and sustained by the effectiveness of the leadership and an agile response of the employees (Rizwan, Nazar, Nadeem & Abbas, 2016).

The performance of employees is the summary of individuals' behaviours which contributes to the realisation of institutional objectives. Currently, researchers count many factors for refining the performance of employee. It includes the leadership, work conditions, colleagues' relationships, promotion, wages, job security, personal characteristics supervision, motivation, equality, personality factors and structure of organisation (Smerek & Peterson, 2006). Definitely, there is a need to improve the employees' performance to bring a positive change by the acceptance of

mechanisms to develop the performance of the institutions (Salman, Riaz, Saifullah & Rashid, 2011).

On one hand, the leadership style induces emotional strength, motivation, commitment and the working relationship while on the other side, the employees perform with their utmost ability and diligence. The main attributes extracted from the relevant literature are the efficiency, effectiveness, innovativeness, responsiveness. On the other hand, there are some other attributes related with the employees' performance like the work ethics, communication, creativity, development, professionalism and the commitment. All of them contribute to the effective performance on the part of employees (Khan & Nawaz, 2016).

**Employee Performance and Leadership Styles**

Leadership is perhaps the most thoroughly investigated organisational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). Wall et al (1996), posits to have an effective organisation the people within the organisation need to be inspired to invest themselves in the organisation's mission: the employees need to be stimulated so that they can be effective; hence effective organisations require effective leadership. Fiedler and House (1988), indicate that organisational performance will suffer in direct proportion to the neglect of this. Employees are of paramount importance to the achievement of any organisation.

Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organisational performance (Bass, 1997; Mullins, 1999). Effective leadership behaviour facilitates the attainment of the follower's desires, which then results in

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effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999). Booysen and van Wyk (1994), (as cited in Swanepoel, et al., 2000) in a South African context found that outstanding leaders, in terms of effectiveness, are perceived to show a strong and direct, but democratic and participative leadership style, and are seen as agents of change and visionaries who increase organisational performance. Maccoby (1979), in Botha, 2001) indicates that the need of firms to flourish in the world of escalating competitiveness, of technological advances, of altering government regulations and of changing employee attitudes, requires an advanced level of leadership more than ever before.

Leaders are effective when the influence they exert over their subordinates works towards achieving organisational performance (Jones & George, 2000). Dimma (1989), believes that leadership is undoubtedly the critical determinant of the success of an organisation, and thus determines organisational performance in the competitive global market. Research into organisational behaviour in different environments found that transformational leadership has a positive influence on employee performance, and therefore organisational performance (Bass and Avolio, 1994; Ristow, 1998). Evidence gathered in South African retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany, points towards the marginal impact transactional leaders have on the performance of their followers in contrast to the strong, positive effects of transformational leaders (Brand, et al.,2000; Hayward, 2005).

**Empirical Review**

**Leadership Styles on Employee Performance**

Tandoh (2011), aimed to investigate the effect of leadership behaviours on employee performance. Specifically, the study identified the leadership behaviours exhibited by managers in Guinness Ghana Breweries Limited (GGBL) in enhancing employee performance and specific behaviours that affected the performance of the employees. The study was conducted considering the effect of three major leadership behaviours, namely, job-centred style, people-centred style and democratic style on the performance of employees. Pearson Coefficient correlation analysis was conducted to examine the relationship. It was observed that strong correlation existed between a job-centred leadership behaviour exhibited by leaders in Guinness Ghana Breweries Limited and employee performance. The job-centred leadership behaviour had significant positive effective on performance and hence productivity. It meant that the managers were very particular about getting results and only motivated employees to give their best in order to increase productivity.

People-centred and democratic behaviours were very insignificant and a few negative correlations suggested a decrease in performance by employees, probably due to management acting with strict internal rules to achieve results. Ojokuku, et al. (2012), using a Nigerian bank as a case study, conducted a research on the impact of leadership style on organisational performance. The sample size used by the researchers is 60. The study contained twenty of random picked banks in Ibadan, Nigeria. Regression analysis was used to study the dimensions of significant effect of leadership

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style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organisational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Dalluay and Jalagat (2016), conducted a research on leadership style effectiveness of managers and department heads to employees' job satisfaction and performance on selected small-scale businesses in Cavite, Philippines. The sample size used is 150. Data were analysed by using weighted mean, percentages, multiple regression and correlation coefficient. The finding concluded that corporations should constantly making the most of leadership style which enhances employees' performance and employee job satisfactory level even though there are still rooms for improvements.

Widayanti and Putranto (2015), sought to find the relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables in Bandung, Indonesia with a sample of 92 respondents. This research consists of primary and secondary data. Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Validity and reliability test were used to measure quality of data. Multiple regression analysis was used. The result proved that transactional and transformational

leadership have positive relationship and its effects to employee performance either concurrently or partially.

Akram, et al. (2012) researched on how leadership behaviours affect organisational performance in Pakistan. Sample size used by the researchers is 1000, where500 questionnaires were distributed to managers and another 500 to employees of various private and public sector companies in 66 cities through random selection. Non-probability sampling technique is used in this study. Two questionnaires were designed for managers and employees. Questions were related to leadership behaviours and organisational performance. Five-point Likert scale was applied. Correlation analysis and regression analysis were applied to analyse the relationship and the effect of leadership behaviours on performance. The findings concluded that leadership behaviours are interrelated and have high positive impact with employee performance.

Nasir, et al. (2014) investigated the relationship of leadership styles and organisational performance among IPTA academic leaders in Klang valley area in Malaysia. Five public universities in Selangor were chosen with a sample of 201 academic leaders. The questionnaire prepared in a form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices Inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. The study used correlation methods to measure the relationship between leadership styles and organisational performance.

The findings concluded that leadership behaviours are interrelated and have high positive impact with organisational performance.

Leng, et al. (2014) researched on the impact of leadership styles on employee commitment in retail industry in Malaysia. Sample size used by the researchers was 384. With the aid of questionnaires, the data was analysed by using Pearson correlation and linear regression. The findings concluded that there was a significant impact of leadership styles towards employee commitment.

Druha and Prabhu (2011), however, focus on the transformational, transactional and laissez-faire leadership model and the relationship to employee performance. The study is a comparison between selected public and private sector enterprises and the data comprises of 43 middle-level managers and 156 subordinates. Using the Garrett scores, the paper looks first at various factors that add to the effectiveness of leadership. It then discusses whether there are any differences in the leadership choice between the public and private sector enterprises. Finally, the relationship between transformational, transactional, laissez-faire leaderships and employee performance is explored through correlation and regression analysis.

The Garrett's score that gives the preferences of the Middle level managers and the subordinates from among various leadership styles recommended the transformational leadership style in both the public and in the private sector enterprises. The results of correlation and regression analysis suggests that the transformational leadership style has significant relationships with performance outcomes.

Wang et al. (2005), studied 81 managers enrolled in master of business administration courses at a Chinese university and 162 of their immediate subordinates (68% response) to assess the two-way relationship between the

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leader and follower. Each manager rated task performance and organisational citizenship behaviour of his/her followers and each follower rated Transformational Leadership behaviours of the manager and the leader member exchange between themselves and the leader. The authors found Transformational Leadership behaviours and the leader member exchange to have significant relationships with task performance and organisational citizenship behaviour. The authors also found the leader member exchange to fully mediate the relationship between Transformational Leadership and task performance.

In a similar study of Piccolo and Colquitt (2006), found leadership transformational behaviours had a significantly positive relationship with task performance. They also found intrinsic motivation and goal commitment to significantly mediate the relationship between Transformational Leadership behaviours and task performance. The authors suggested for training and manager development plans for transformational leadership.

In a survey conducted by Bono and Judge (2003), as to whether the followers of transformational leaders exhibit higher performance, motivation, job satisfaction, and organisational commitment in service and manufacturing organisations, it was found that Transformational Leadership behaviours, as evaluated by followers, was positively related to followers' job performance. Nemanich and Keller (2007), concluded that the transformational leadership behaviours had a significantly positive relationship with acquisition acceptance and to be positively related to goal clarity, creative thinking, and follower performance. The authors suggest transformational leadership be used to face challenges, such as those encountered during an acquisition.

Shafie et al. (2013), determined the relationship between leadership style and employees' performance in the Real Estate Registration in Tehran province. Using a sample of 227 out of 1000, the research used correlation method of analysis. The results showed that development-oriented and pragmatic-oriented leadership style has a positive impact on employee performance and leadership style and non-interference is a negative impact.

**Conceptual Framework**
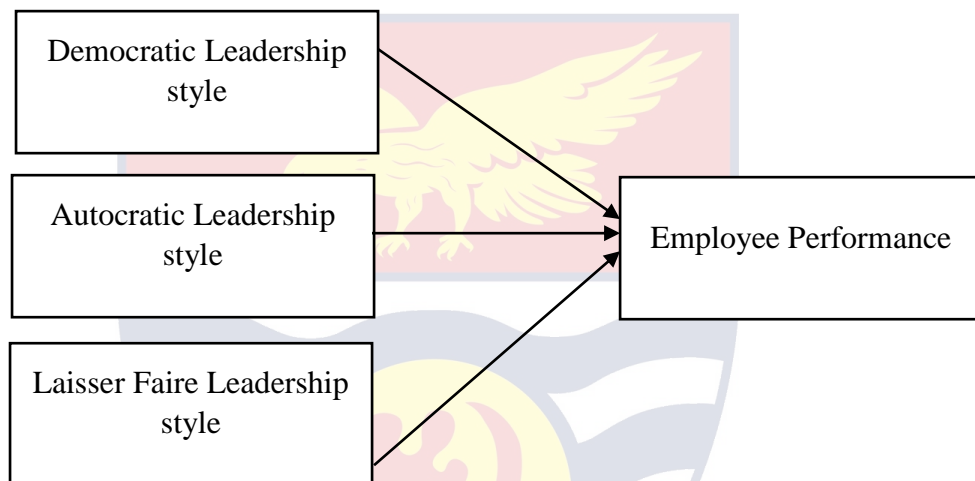


*Figure 1:* Conceptual framework for the Study
Source: Field Survey, (2020)

**Chapter Summary**

The chapter shed light on the literature on the concept of leadership, employee performance and their interrelationships. Moreover, it was observed that there are various types of leadership styles that are available for leaders implement and how their followers are influenced by those decisions. Eventually, an empirical review of studies conducted in this vein was presented and it is evident that the gap in the literature is that no such studies have been conducted in the hotel industry especially with regard to the hotels within the Komenda Edina Eguafo District and elsewhere. In all employee performance includes executing defined duties, meeting deadlines, employee

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competency, and effectiveness and efficiency in doing work. Various organisations need strong leadership styles that stimulate the employee performance. In this regard, the employees' performance is most significant to bring about the results according to the international standards.

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## CHAPTER THREE

## RESEARCH METHODS

**Introduction**

The study examines the leadership styles or quality on employee performance of employees of hotels in the Komenda Edina Eguafo Abriem District of Ghana. Therefore, this chapter presents the methodology employed for the study. This includes the research design, population, sample and sampling procedure setting and data-collection instrument and the procedure for data analysis based on responses from respondents in the survey.

**Research Approach**

Sekaran and Bougie (2016) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives and the nature of the primary data to be collected and analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single "truth" that exists, independent of human

perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

**Research Design**

A research design according to Joubert & Ehrlich (2007), is a structured methodology followed by a researcher to answer a research question. It is a detailed outline of how the research would be conducted. It entails ways of data collection, the instruments employed, and how they are used and the means of analyzing the collected data. The researcher adopted for this study an exploratory and descriptive survey research. The study had a broader purpose of explore the relationship between types of employee participation and organizational commitment types among the study population. The study was based on the descriptive survey design because it allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding & Voegtle, 2006).

The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. Bartels (1997), opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research design was therefore suitable for the study because data was collected through questionnaire, to answer the research questions concerning the employee participation and the organizational commitment. Frankel and Wallen (2000) indicate that, there are some difficulties involved in the use of survey design. They give the following as some of the difficulties; to ensure the questions are

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very clear and not deceptive, getting respondent to honestly and thoughtfully answer the questions as well as getting sufficient number of the questionnaires completed and returned to enable meaningful analysis to be made.

**Study Area**

The Komenda Edina Eguafo Abrem District, is located in Cape Coast in the Central Region of Ghana. It is the district which has tourism sites such as the Elmina castle and also boast of some of the best hotels of which are of 3 to 5 starr hotels. Hotels within the district include Elmina Beach Hotel, Coconut Grove Hotel, Hilands Hotel, Royal Elmount Hotel, Lemon Beach Resort, Loreto Hotel, Elmina Bay Resort, Golden Hill Parker Hotel, Charlestina Beach Resort, Brenu Beach lodge and many more. All these hotels accommodate both guests and indigenes who visit these hotels and also provide all the needed services which provide guest with a wonderful experience.

**Population**

Population according to Leedy and Ormrod (2010) is the target group about which the researcher is interested in gaining information and drawing conclusions. A population is well-defined individuals or objects in a group known to have similar traits that are identified by criteria determined by the researcher (Banerjee & Chaudhury, 2010). All individuals or objects within a certain population usually have a common, binding characteristic or trait. The target population would be all employees which include both senior and junior working in the hotel industry within the Komenda Edina Eguafo Abrem District of the Central Region, Ghana.

It is worth noting that these employees would be in a better position to describe or explain the kind of leadership quality exhibited at the organisations based on their observations and experiences with authority. Hence, how these behaviours have influenced their performance in exercising their duties. A total population of 100 employees were obtained.

**Sampling procedure and technique**

Based on the population size, the researcher often cannot test every individual in the population because it is too expensive and time-consuming. This is the reason why researchers rely on sampling. However, the purpose of this study, the appropriate sample size should would be the same as the population. Thus, the study employed the census method of data collection technique.

The Australian Bureau of Statistics defines a census as "a collection of information from all units in the population or a 'complete enumeration' of the population". Sample surveys, when conducted properly, are certainly capable of yielding representative results, however, census surveys tend to enhance feelings of security surrounding the accuracy of the results. It is appropriate to use a census when we want accurate information for many subdivisions of the population. One of the greatest advantages of a census survey is that all employees have the same opportunity to participate.

Further, the study relied on the census method because it is easier to administer, because it includes all persons. The volume of surveys that need to be distributed may increase with a census survey, but figuring out who receives a survey is clear – everyone. No one person or group can feel slighted or left out. Data can be tabulated for small, local areas, Prevalence rates can be

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calculated for small geographical areas because data are also gathered for the population at risk. Detailed descriptive cross-tabulations are not subject to sampling errors.

Moreover, according to TNS Employee Insights (2011), results from a census survey can be used to "drill down" into the organisational structure and highlight departmental results. These departments include Finance and Administration, Human Resource Development, Agric Unit, Welfare, Support Services, Service and Technical, Security and Operation and lastly the Inmate Skill Development and Rehabilitation. Because all employees participate, there is a greater chance of obtaining responses that are representative of all sub-groups within the organisational structure.

Managers at all levels of an organisation can then review their results, compare these to the results of the overall company, and establish action plans. Armed with this knowledge, managers at all levels of the organisation can then be held accountable for implementing actions that deliver effective change.

It is evident that the choice for adopting a census survey outweighs the otherwise cost associated in engaging a census survey. Census survey involves higher cost and time-consuming, longer administration time, and requires more training and support who would aid in the administration of the survey.

**Data Collection Instruments**

The data for this study was generated from both primary and secondary sources. The main primary data collection method used in this study was a questionnaire and that of the secondary data was obtained using a documentary review. The documentary review on existing documents on

leadership styles and employee performances was analyzed to identify gaps that could be bridged by the study or evidence that could support or contradict the findings. The data were collected using a self-administered questionnaire with structured questions derived from multiple sources. The use of the questionnaire survey approach was driven by the study objectives, the type of data to be collected, and the availability of time for the study (Ogah, 2013).

This method was considered appropriate for this research because the variables studied were those that could not have been observed but could only be obtained by finding the respondent's views, opinions, and feelings (Ogah, 2013). Also, the instrument had the advantage of saving time since the respondent had to only tick from predetermined ideas in their views. Further, many respondents could fill the questionnaire without the presence of the researcher. Filling the questionnaire without the presence of the researcher afforded the respondents the opportunity to objectively answer the questions without fear of being victimized. Consequently, in-depth and reliable data were generated in a short time from many respondents. This survey method was used for all respondents selected for this study.

The questionnaire was a composite survey comprised of: demographic questions, questions to measure employee performance, and the tpes of the leadership styles (democratic, autocratic, laisser faire leadership styles). A Likert-scale response with the continuum: strongly disagree, disagree, neither agree nor disagree, agree, strongly agree were used.

**Data Collection Procedure**

The researcher obtained an introductory letter from the Department of Management Studies of the School of Business, College of Humanities and

Legal Studies, University of Cape Coast. With the approval of the Head of Department, the letter was then submitted to the authorities of hotels within the KEEA District for prior approval and for the employees to be aware of such academic exercise. The data were collected by means of questionnaire administered by the researcher.

The hotels were visited three times within the period of the study. The first was to introduce the researcher and the team to the employees, to acquaint themselves with study area and the target population as well as to inform the officers the date for the data collection. The second visit was to administer the questionnaire of a total of 100 questionnaires. To ensure effective distribution, maximum responses and effective collection of the questionnaire, it was hand delivered to respondents. The questionnaires were administered with the help of a colleague who had been coached by the researcher in order to enable researcher finish the exercise on time.

The final visit was to collect the questionnaire from respondents for further analysis. A time lapse of six days was allowed to enable the respondents to complete the questionnaire. Thereafter, the researcher went around to retrieve the completed questionnaire.

**Data Processing and Analysis**

The questionnaire was checked for completion. Due to the fact that this study was quantitative, the data were analysed through the use of statistical techniques including frequency counts, percentages, and tabulation to show differences in frequencies. Statistical Package for Social Sciences (SPSS) versions 21.0 was used to aid in coding, entry and analysis of quantitative data obtained from the respondents.

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To achieve the study objectives, the researcher used inferential statistics for the data analysis. Pearson's correlation was used to test for the presence of a relationship between leadership style and performance of these officers. In this instance the dependent variable was the measure of performance whereas the independent variables relate the various leadership styles present at the facility. The study also used multiple regression analysis to assess the extent of the influence that the independent variables have on the dependent variable.

**Validity and Reliability**

In order to achieve the reliability of the study, the questionnaires were first informed by the literature and were in addition scrutinised by the experts especially my supervisor before they were administered. Also, there was a pretesting which was done at Cape Coast hotels where the organisations were similar. In terms of the reliability, the Cronbach's alpha values were used. The study used a scale test to produce Cronbach's alphas which were then compared to the conventional cut-off point of 0.7. According to Field (2005) and Pallant (2013) a Cronbach's alpha higher than 0.7 indicates internal consistency on the instrument.

**Ethical Considerations**

According to Awases (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research be aware of the ethical concern (Rubin & Babbie, 2016). The researchers will employ every effort to avoid possible violation of ethical principles. Edginton, Enarson, Zachariah, Reid, Satyanarayana, Bissell, &

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Harries, 2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal and also guaranteeing the participants of confidentiality.

During the fieldwork for data collection at the hotels in the KEEA district, in Central Region, the researcher found it prudent to seek for the consent of the respondents for the study. Generally, anonymity does not constitute a serious constraint on research, as most researchers are interested in group data rather than individual results. The consideration of anonymity was done by omitting the names of the participants or identifying the respondents by a code instead of by name (Bless & Higson-Smith, 2000). Another ethical consideration is that of confidentiality.

The participants must be assured that the data will only be used for the stated purposes of the research and that no other person will have access to the research data (Bless and Higson-Smith, 2000). Confidentiality can identify a given person's responses but essentially promises not to do so publicly. In an effort to ensure this, all names and addresses should not be written on the questionnaires but with identification numbers (Babbie and Mouton, 2001). All completed questionnaires were coded and names of respondents did not appear to ensure this.

**Chapter Summary**

The chapter described the study area, the research design, population of the research and the census technique employed for the study. It also discussed the research instruments used, data collection procedure and data analysis for the data collected. The chapter revealed that, the study is a

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descriptive or a survey study conducted at hotels in the KEEA District, in Central Region of Ghana. The study aims to gather over 100 responses via close-ended and open-ended questionnaire as the data collection instrument. Thereafter, the study would make use of frequency tables and charts to describe their responses on the kind of leadership style at the hotel industry as well as simple chi-square test of association between leadership style and performance of the employees. It should be emphasised that strict confidentiality and anonymity would be ensured during and after the data collection.

## CHAPTER FOUR

## RESULTS AND DISCUSSION

**Introduction**

This chapter presents a concise description of the major findings, analyses and interpretation of data collected from the respondents. All relevant questionnaires and accompanying data have been attached as appendix. A total of a hundred (100) respondents representing 100 (100) percent of the population was used for this study. This chapter also discusses the analyzed data and findings with reference to the aim of the study which was to assess the effect of leadership styles on employee's performance in hotels within the Komenda Edina Eguafo Abrem (KEEA) District of the Central Region of Ghana with particular emphasis on democratic leadership style on employee performance, autocratic leadership style on employee performance and laissez faire leadership style on employee performance. The combined effect of these leadership styles on employee performance will also be examined. The respondents were full-time employees of the selected hotels in the KEEA district of the Central Region of Ghana.  All respondents voluntarily agreed to participate in the survey.

**Bio profile of respondents**

This section of the chapter deals with respondent's gender, age (in years), level of education, length of service (in years) and ranks of respondents. Notwithstanding the fact that this section is not central to the study, it is a very vital component in the contextualization of the findings and will help to guide the recommendation for further work and decision making in the tourism industry.

**Gender**

Figure 1 shows the gender distribution of the respondents. Generally, male respondents dominated the survey constituting 60.5% (f = 46) with the remaining 36.8% (f = 28) being female. Two (2) of the respondents (2.6%) however failed to indicate their gender.
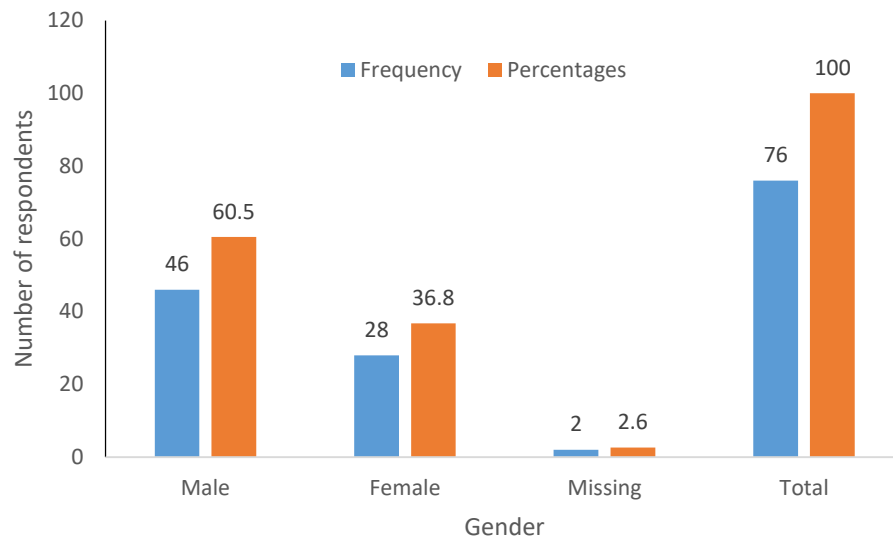


*Figure 2: Gender differences among the respondents*

Source: Field data, 2020

**Age**

As shown in figure 2, the age range of majority (55.3%, f = 42) of the respondents was between 31-40 years with one each (1.3%) falling between 51 and above 60 years. Twenty-seven (27%) of them were between 21-30 years with the remaining nine (11.8%) being between 41 and 50 years. Two (2.6%) of the respondents however failed to indicate their age.

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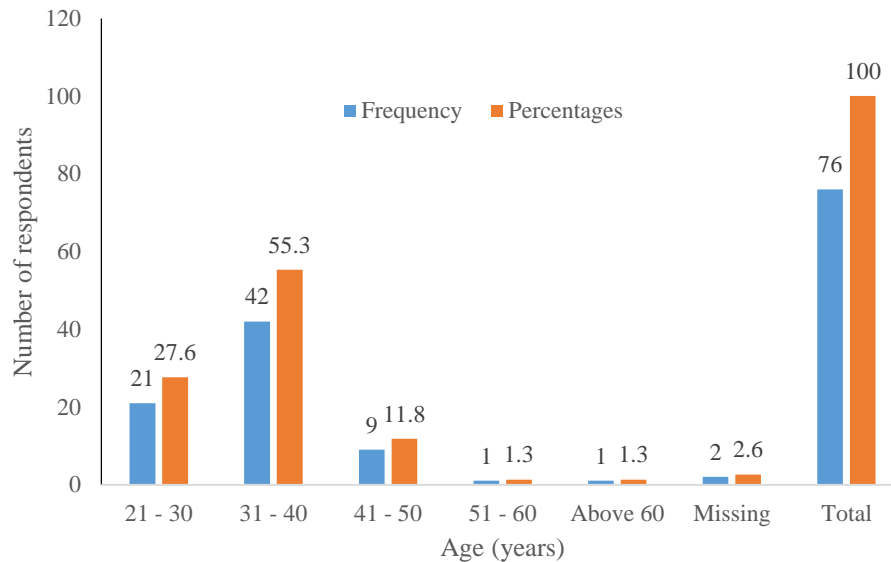
*Figure 3: Age distribution of the respondents.*

Source: Field data, 2020.

From table 1, it is evident that 45 (53.0%) of the respondents had either Senior Secondary School (SSS) or Senior High School (SHS) certificates with 15 (19.7%) and 9 (11.8%) possessing Diploma and Higher National Diploma (HND) respectively. Of the remaining eleven respondents, 9 (11.8%) had first degree with two (2.6%) of them having post graduate certificates.

**Table 1: Level of education of the respondents**

| Level of education | Frequency | Percentage |
|---|---|---|
| SSS/SHS | 41 | 53.0 |
| Diploma | 15 | 19.7 |
| HND | 9 | 11.8 |
| First degree | 9 | 11.8 |
| Post graduate | 2 | 2.6 |
| **Total** | **76** | **100.0** |

Source: Field data, 2020.

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Table 2 shows the number of years the respective respondents have spent in the hotel industry. Majority (42.1%, f = 32) of them have spent between six and ten years in the industry. Approximately thirty three percent (f = 25) have spent less than five years with 18 (23.7%) spending between eleven and fifteen years. Only one (1.3%) respondent has between sixteen and twenty years working experience in the hotel industry.

**Table 2: Length of service of the respondent in the hotel industry**

| Length of service (years) | Frequency | Percentage |
| --- | --- | --- |
| Less than 5 years | 25 | 32.9 |
| 6 -10 years | 32 | 42.1 |
| 11-15 years | 18 | 23.7 |
| 16-20 years | 1 | 1.3 |
| **TOTAL** | **76** | **100.0** |

Source: Field data, 2020

Figure 4.3 displays a pie chart of the ranks of the respondents. From the data, more than half (52.6%, *f* = 40) of the respondents belong to the junior staff category with the remaining 38.3% (*f* = 29) being senior staff. Seven (9.2%) respondents however did not declare their rank.

Junior   Senior   Missing
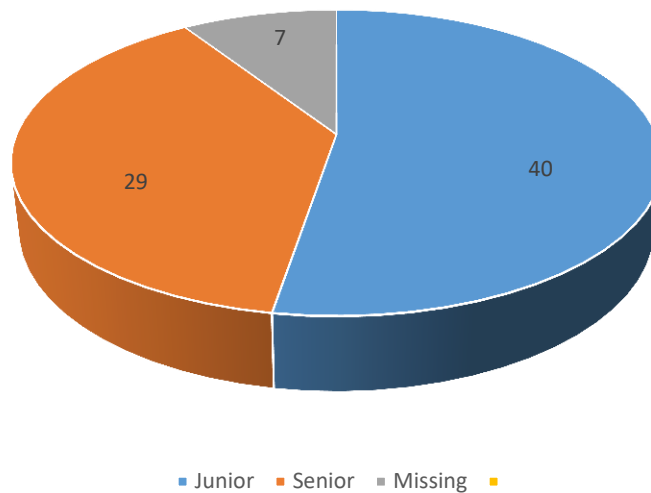
*Figure 4:* Pie chart of the rank of the respondents.

**Descriptive statistics: Democratic, Autocratic, and Laisser-Faire leadership style**

With the descriptive summary and analysis for Democratic, Autocratic, and Laisser-Faire leadership styles. Democratic leadership style had seven (7) different statements; Autocratic leadership style had nine (9) and Laisser-Faire leadership style had ten (10) with each statement having responses: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree, with its corresponding weights of 4, 3, 2, and 1 respectively. The mean scores for Democratic leadership style (ranged from 2.99 to 3.48), Autocratic leadership style (ranged from 2.68 to 3.47), and Laisser-Faire leadership style (ranged from 3.77 to 4.27).

**Employee Performance and Democratic leadership style**

***Research Objective 1:*** *Examine the democratic leadership styles on employee performance*

In order to meet the research objective one, a Pearson's Correlation was performed. Correlation is a measure of the relationship or association

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between two continuous numeric variables. It indicates both the direction and degree to which they vary with one another from case to case without implying that one is causing the other (Crossman, 2013). Thus, in order to determine the statistical measure of the strength of a *linear* relationship between one of theoretical dimensions of type of leadership style (Democratic) and Employee Performance, correlation analysis was performed. Table 3 below indicates the result.

**Table 3: Correlation between Employee Performance and Democratic leadership style**

| | | Employee Performance | Democratic leadership |
|---|---|---|---|
| Employee Performance | Pearson Correlation | 1 | .381** |
| | Sig. (2-tailed) | | .000 |
| | N | 151 | 151 |
| Democratic leadership | Pearson Correlation | .381** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 100 | 100 |

**\*\*. Correlation is significant at the 0.01 level (2-tailed).**

 Source: Field work, (2020)

From table 3, it can be seen that the Pearson correlation coefficient value of (r = 0.381 N=100, p < 0.000) confirms that there is a positive linear correlation between the two variables (Employee Performance and Democratic leadership). Thus, it can be said that there is very strong evidence to believe that both variables are positively related. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result

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which also showed a significant outcome (t-value =16.139, N=100, p=0.000) as can be seen below.

**Table 4: T-Value on the Relationship between Employee Performance and Democratic leadership**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| 1  (Constant) | 2.604 | .161 | | 16.139 | .000 |
| Democratic leadership | .212 | .055 | .381 | 3.863 | .000 |
| **A. Dependent Variable: Democratic leadership** | | | | | |

Source: Field work, (2020)

In order to determine the extent of Democratic leadership influence on Employee Performance, simple linear regression was also carried out and the results had been depicted in Table 5 below.

**Table 5: Model Summary of Democratic leadership influence on Employee Performance**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .381[a] | .145 | .139 | 0.452 |

**Predictors: (Constant), Democratic leadership**

**Dependent Variable: Employee Performance**

Source: Field Work, (2020)

Table 5 above shows that the coefficient of determination R square is 0.381 and R is 0.145at 0.05 significant levels. The implication of the coefficient of determination is that 38.1% of the changes in the response to democratic leadership style can be explained by employee performance, while

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the rest of 61.9% are explained by other variables which are not part of this study. The inference here is that democratic leadership styles are significant factors that play important roles in improving staffs' performance although other factors may also have influence on employee performance. On the basis of the argument made by Adair (2002), in his study noted that, it can be attributed to the fact that the employees have increased motif towards work with the environment is conducive in the workplace with evidence of democratic leadership.

Also, considering the views of Adair (2002), it is right to suggest that the levels of democratic leadership styles could emanate and improve on the performance of an employee which could be on the basis of their state either physically, emotionally, and psychologically. Thus, these employees do not experience negative work circumstances (i.e., a negative workplace climate) and therefore do not develop a downward spiral of emotions which could result in a narrowing of resources that end in feelings of loneliness, ostracism, and burnout (Fredrickson & Joiner, 2002; Maslach et al.,2001).

**Employee Performance and Autocratic leadership style**

**Objective Two: Examine autocratic** leadership styles on employee performance**.**

In line with objective two of this study, a Pearson's Correlation was performed to determine the statistical value of the strength of a *linear* relationship between one of theoretical dimensions of Autocratic Leadership Style and Employee Performance. Table 8 below indicates the result.

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**Table 6: Correlation between Autocratic Leadership Style and Employee Performance**

| | | Employee Performance | Autocratic Leadership |
|---|---|---|---|
| Employee Performance | Pearson Correlation | 1 | .826** |
| | Sig. (2-tailed) | | .000 |
| | N | 100 | 100 |
| Autocratic Leadership | Pearson Correlation | .826** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 100 | 100 |

**\*\*. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field work, (2020)

From the table 6 it can be noted that the value of Pearson correlations given in the table shows that the correlation coefficient is 0.826 and this demonstrates that Autocratic Leadership style has a positive correlation with employee performance. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome (t-value =5.210, N=100, p=0.000) as can be seen below.

*Table 7*: **T-value on the relationship between employee performance and Autocratic Leadership Style**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| 1  (Constant) | 1.056 | .203 | | 5.210 | .000 |
| Autocratic | .723 | .067 | .826 | 10.814 | .000 |

**A. Dependent Variable: Employee Performance**

Source: Field work, (2020)

In order to determine the extent of Autocratic Leadership Style influence on Employee Performance, simple linear regression was also carried out and the results had been depicted in Table 8 below.

*Table 8:* **Model Summary of Autocratic Leadership Style influence on Employee Performance**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .826[a] | .371 | .368 | .677 |

**Predictors: (Constant), Employee Performance**

**Dependent Variable: Autocratic Leadership Style**

Source: Field work (2020)

Table 8 above depicts that the coefficient of determination R square is 0.371 and R is 0.826 at 0.05 significant levels. The suggestion here is that 82.6 % of the changes in the response to Autocratic Leadership Style can be explained by employee performance, while the rest of 17.4% are explained by other variables which are not part of this study. This engagement is far more than the democratic leadership style that is influenced by employee performance. The presumption here is that employee performances are more influential in the context of Autocratic Leadership Style by management since it explained almost 83% of positive influence in employee performance.

From the literature it can be said that this is not surprising because Autocratic Leadership style is the physical manifestation of the strictness of mangers to attain organisational goal, and it can be understood as increased levels of effort directed toward organisational goals (Macey & Schneider, 2008; Shuck & Wollard, 2010). Put it differently, Autocratic Leadership Style leads to the broadening of an employee's available resources displayed overtly

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to ensure efficiency within the organisation. These employees are those who respond to instructions due to the nature of the supervisors who supervises them.

**Employee Performance and laisser-faire leadership style**

**Objective Three: Assessing the influence of laisser-faire leadership style on Employee Performance**

For the purpose of achieving the objective three of this study, the statistical value of the strength of a *linear* relationship between one of theoretical dimensions of laisser-faire leadership style and Employee Performance was conducted by the use of a Pearson's Correlation analysis. Table 9 below indicates the result.

**Table 9: Correlation between laisser-faire leadership style and Employee Performance**

|  |  | Employee Performance | laisser-faire Leadership |
|---|---|---|---|
| Employee Performance | Pearson Correlation | 1 | .343[**] |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 100 | 100 |
| laisser-faire **leadership** | Pearson Correlation | .343[**] | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 100 | 100 |

**\*\*. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field work, (2020)

From table 9 it can be realised that the value of Pearson correlations given in the table shows the correlation coefficient of 0.343 which is significant at 0.05. This demonstrates that laisser-faire leadership has a

positive correlation with employee performance. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome (t-value =8.966, N=100, p=0.000) as it can be seen in table 10 below.

**Table 10: T-Value on the Relationship between laisser-faire leadership style and Employee Performance**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| **1** (Constant) | 1.295 | .144 | | | 8.966 |
| Laissez faire | .615 | .045 | .343 | | 13.708 |
| **A. Dependent Variable: Employee Performance** | | | | | |

Source: Field work, (2020)

In assessing the extent of laisser-faire **leadership style** on Employee Performance, a simple linear regression was also performed and the results were depicted in Table 11 below.

**Table 11: Model Summary of between laisser-faire leadership style and Employee Performance**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| **1** | .343[a] | .487 | .484 | .611 |

**a. Predictors: (Constant), Laisser-faire leadership**

**b. Dependent Variable: Employee Performance**

Source: Field work, (2020)

From the Table 11 above it is clear that the coefficient of determination R square is 0.487 and R is 0.343 at 0.05 significant levels. The conclusion here is that 34.3 % of the changes in the response to employee performance can be explained by laisser-faire leadership style, while the rest of only 65.7% are

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explained by other variables which are not part of this study. This type of leadership style is far more than both the Democratic and Autocratic that influence Employee Performance. At least almost 35% of the changes in employee performance is caused laisser-faire leadership style. The laissez faire style of leadership has been characterized with unproductiveness, ineffectiveness and dissatisfaction, according to Billing (2015), all authority and leadership is given to the employee with the leader performing a minimal role. On the basis of the literature it can be argued that this high value of laisser-faire leadership style would mean that the employees at hotels within the Komenda Edina Eguafo Abrem District of Ghana are mostly influenced to work to capacity when engaged at work by supervisors who exhibit laisser-faire leadership styles.

**Employee Performance and all three types of Leadership Style**

**Objective Four:** Examine the combined effect of the various leadership styles on employee performance

In line with the final study objective (i.e. objective Four), the study intended to examine the overall relationship between Employee Performance on one side and all the three types of the leadership styles combined on the other. In view of this Pearson's Correlation analysis was performed with the aim of using the coefficient to determine the statistical value of the strength of a *linear* relationship between these two. Accordingly, Table 12 below indicates the result.

**Table 12: Correlation between PA and the three dimensions of Engagement combined**

| | | Employee Performance | Democratic | Autocratic | Laisser-Faire |
|---|---|---|---|---|---|
| Employee Performance | Pearson Correlation | 1 | .343[**] | .381[**] | .826[**] |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |
| Democratic | Pearson Correlation | .343[**] | 1 | .249[**] | .484[**] |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 200 | 200 | 200 | 200 |
| Autocratic | Pearson Correlation | .381[**] | .249[**] | 1 | .285[**] |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 100 | 100 | 100 | 100 |
| Laisser-Faire | Pearson Correlation | .826[**] | .484[**] | .285[**] | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 100 | 100 | 100 | 100 |

**\*\*. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field work, (2020)

From table 12 it can be understood that the value of Pearson's correlations given in the table depicts significant correlation coefficients of 0.343; 0.381 and 0.826 for Democratic, Autocratic and Laisser faire leadership styles respectively. All these indicate that there are positive relations between Employee Performance and all the combined three types of leadership styles. This positive connection between these variables (independent variables and the dependent variable) is confirmed by the ANOVA F-test result which also showed a significant outcome (F-value =91.845, N=100, p=0.000) as it can be seen in table 13 below:

**Table 13: ANOVA Table on the Relationship between Employee Performance and Three types of leadership styles Combined**

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| 1 Regression | 84.235 | 3 | 28.078 | 91.845 | .000[b] |
| Residual | 59.920 | 148 | .306 | | |
| Total | 144.155 | 100 | | | |

**A. Dependent Variable: Democratic, Autocratic, Laisser faire**

**B. Predictors: Employee Performance**

Source: Field work, (2020)

**Multiple Regression Analysis**

In order to determine the relationship between the dependent variable and independent variables (predictors), a multiple regression model was carried out. Thus, a multiple regression analysis was done to test on the relationship between the various variables of the study which comprises the three types of leadership styles components namely: Democratic, Autocratic and Laisser faire and Employee Performance. The results of the analysis in terms of the various types of leadership with Employee Performance have been presented in Table 14 below.

**Table 14: Model Summary of Employee performance relations with three dimensions of leadership styles**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .764[a] | .584 | .578 | .553 |

**Predictors: (Constant), Democratic, Autocratic, Laisser-faire**

Source: Field work, (2020)

From the Table 14 above one can deduce that the overall coefficient of determination R square is 0.584 and R is 0.764 at 0.05 significant levels.

The conclusion here is that 76.4 % of the changes in the response to Employee Performance can be explained by the three types of leadership styles while the rest of only 23.6% are explained by other variables which are not part of this study. The extent of the relations in the context of leadership style is far more than all other individual component separately. This overall study result is interesting and significant in the sense that one could argue that Laisser faire leadership style as encouraged by various organisations will lead to increased and improved performances on the part of employees to reach organisational goals and objectives.

**Chapter Summary**

The chapter detailed data analysis, findings, and discussion of the results. It covered findings based on the research questions, and analysis of descriptive statistics and hypotheses. Descriptive statistics on Socio-demographic details of respondents were illustrated in this chapter. Hypotheses testing and regression analysis concluded the chapter. The next chapter deals with conclusions based on the objectives of the research. It highlights the significance of the study and made recommendations on future studies to explore the topic further.

## CHAPTER FIVE

## SUMMARY CONCLUSION AND RECOMMENDATIONS

**Introduction**

This section presents the summary, conclusions, and recommendations for the study. The study sought to assess the effect of leadership styles on employee's performance in hotels within the Komenda Edina Eguafo Abrem (KEEA) District of the Central Region of Ghana with particular emphasis on democratic leadership style on employee performance, autocratic leadership style on employee performance and laissez faire leadership style on employee performance. From the result and discussions in the preceding chapter the following conclusions and recommendation were made. From the result and discussions in the preceding chapter the following conclusions and recommendation were made.

**Summary of Study**

The purpose of this study was to investigate and understand the impact of different leadership styles on employee performance. The following research questions were outlined to guide the research in achieving this purpose:

1. What is the relationship between democratic leadership styles on employee performance?

2. What is the relationship between autocratic leadership styles on employee performance?

3. What is the relationship between laisser-faire leadership styles on employee performance?

4. What is the influence of democratic leadership styles, autocratic leadership styles, and laisser-faire leadership styles on employee performance?

The study was based on the views of 100 staff from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. Self-administered questionnaires were distributed to 100 staff and all 100 were returned was well filled and included in the study. SPSS was used to analyze the data on which summary will done on the findings. Conclusion was done based on gathered information, with recommendations aimed at improving employee performance in hotel management and for future research.

**Summary of Key Findings**

From the results of this study, it can be noted that, democratic leadership style exhibited at the workplace by supervisors has a positive relationship with the level of performance by employees, although its statistically low.

The study sought to find the relationship between the autocratic leadership style and employee performance. It was discovered that, the autocratic leadership style had a significant positive relationship on the performance of employees.

The hypothesis that no relationship exists between Laisser Faire Leadership style and Employee Performance was not statistically supported, indicating that Laisser Faire Leadership style in this study did directly

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influence employee performance at hotels in the Komenda Edina Eguafo Abriem (KEEA) District of the Central Region of Ghana.

The simple linear regression results show that the model explained 67.7% of the variance and that the model significantly predicted the type of leadership style of hotels at the Komenda Edina Eguafo Abrem (KEEA) District of the Central Region of Ghana. This means democratic leadership style, autocratic leadership style and laisser faire leadership style had a significant effect on employee performance at hotels in the Komenda Edina Eguafo Abrem (KEEA) District of the Central Region of Ghana.

**Conclusion**

The overall purpose of this study was to investigate and understand the impact of different leadership styles on employee performance at hotels in the Komenda Edina Eguafo Abrem (KEEA) District of the Central Region of Ghana and its effect on employee performance.

After the analysis of the obtained data the following conclusions were drawn. The research found out that autocratic leadership style is the most exhibited style of leadership in the hotel industry within the Komenda Edina Eguafo Abrem District followed by Laissez-faire leadership style and Democratic Leadership style.

From the study and findings, it can be concluded that supervisors who are driven by the desire to achieve better performance from his or her employees should try and exhibit more of autocratic leadership style and less of the rest of the other styles because it leads to high performance of employees. Also, motivation is an important factor which boost productivity in

every organisation hence employees must be given rewards or punishments in order to motivate them to achieve organisation objectives. Also, from the findings majority of the respondents believe employees need to be supervised closely so that they can accomplish task and work committed to them.  The respondents believe that their supervisor is the chief judge of their achievement so their input is critical to the employee because it can serve as a tool in motivating them which will lead to higher productivity and performance in the work place.

It can also be concluded that the supervisors are in charge of decision making and not employees hence they need to provide regular feedback on their performance and handle complex situations as well as clarify procedures in order to achieve the desired goals.

From the study and findings it can be concluded that Autocratic leadership style has a significant role to play in the job performance of employees and their peers, it has been found to enforce good control and overview of activities in an organisation and is effective in the hotel industry in the Komenda Edina Eguafo Abrem district of the Central Region of Ghana.

**Recommendations**

It is recommended that for hotel management expectations of higher employee performance, management should adopt to the right leadership style in the Industry. The results of this study provided insights into what employees need from their supervisors and the kind of leadership behaviors they prefer. This information could be used to help develop strategies and meet organisational needs through leadership behavior development.

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According to the results, some strategies for improving employer's leadership and employee performance could be suggested. It is recommended that improving leadership style by setting examples. Behave the way you expect those who work with you to behave. One of the quickest ways to lose respect is to tell your employees one thing and do the opposite. This is where the phrase "practice what you preach comes in."  Moreover, Leaders must listen to their employees with an open mind and implement an open-door policy. It indicated that autocratic leadership style would lead to higher employee performance. The leaders or supervisors should be aware of what is important for the subordinates and the organisations as a whole and encourage the employees to see the opportunities and challenges around them creatively.

Leaders should have a sense of innovation and encourage followers to seek more opportunities and possibilities not just achieve performance with expectations. Also, policies and practices related to rewards and feedback systems in the organisation can be adjusted to meet employee needs in order to improve employee performance. Supervisors are in charge of decision making so they should provide a clear-cut procedure for employees to follow and should monitor performance on a timely basis. When problems arise supervisors should try and intervene into the issue as soon as possible. They should respond to urgent question and make decision promptly and precisely. There should also be a clear monitoring and supervision on the part of Supervisors in order to increase productivity and performance of employees.

**Suggestions for Further Research**

The main limitation of the study was how different culture distribution impacted the relationship between supervisors and employees. The study was

conducted in hotels within the Komenda Edina Eguafo Abriem District of Ghana and it was important to consider the values and beliefs of employees their culture and how it impacted the roles of individuals within the work place.

Future research could focus on other factors that might also affect employee performance and not only the few leadership styles. There are other factors that affect employee performance.

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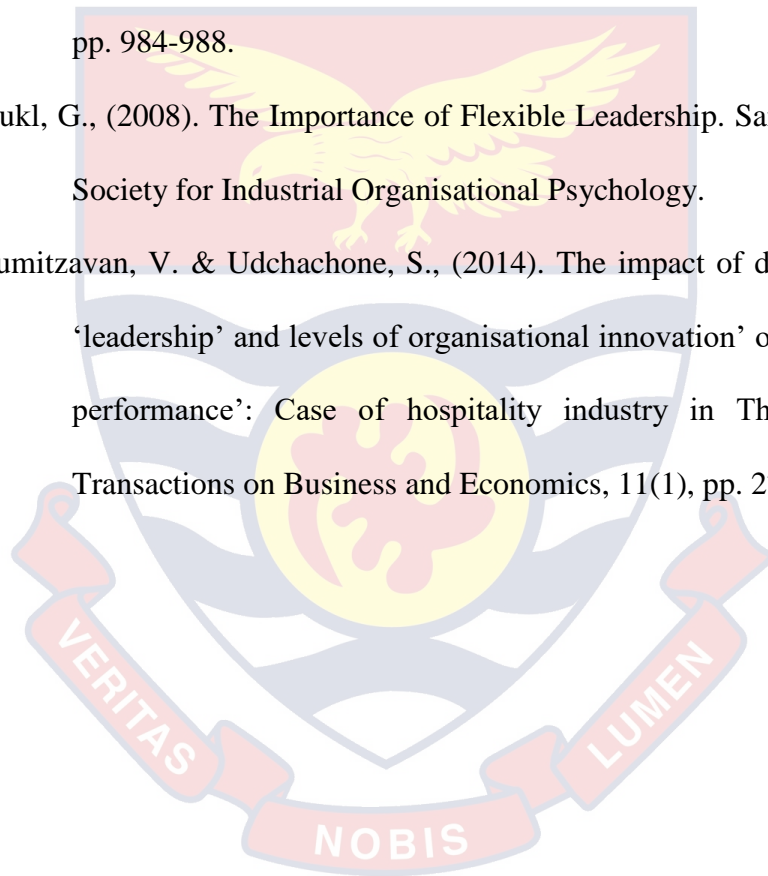
**APPENDICES**

**QUESTIONNAIRE**

**LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE: CASE STUDY OF HOTELS IN THE KEEA DISTRICT, GHANA.**

Dear officer,

My name is Danny Fifi Dadson, a final year M.B.A. General Management student of the University of Cape Coast. I am conducting an academic research on **Leadership Style and Employee Performance: Case Study of Hotels in the KEEA District of Ghana.** I would be very grateful if you could participate in this important study. By filling out this questionnaire, you participate in a study that highlights leadership style of hotels within the KEEA district and how it impacts on performance of staff in this facility and how to help identify which leadership style suits the hotel industry. Filling out this questionnaire will take *less than 5 minutes* of your time. The data will only be accessed by the researcher and all personal data will be kept strictly confidential and anonymous.

I would like to express my utmost gratitude for your participation!

**Demographic nature of the people interviewed**

**SECTION D: SOCIO-DEMOGRAPHIC DETAILS**

1.  Gender

    Male [  ]        Female [  ]

2.  Age (years)

    21 – 30 []  31 – 40 [  ]    41 – 50 [  ]    51 – 60 [  ]

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3. Highest level of education

SHS/SSS [  ] Diploma [  ]    HND [  ]    First Degree [  ] Postgraduate [  ]

4. Length of service (in years)

Less than 5[  ] 6 – 10 [  ]    11 – 15[  ]    16 – 20 [  ]    Above 20[  ]

5. Rank

Junior [  ]        Senior [  ]

**SECTION A: LEADERSHIP STYLE**

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. To what extent do you agree with the statements from **Strongly Disagree (SDA), Disagree (DA), Neutral (N)** and **Agree (A)** to **Strongly Agree (SA).**

Please tick **(√)** or a mark **(X)** in the box (cell) that represents your appropriate level of agreement.

| | SDA | DA | N | A | SA |
|---|---|---|---|---|---|
| **AUTHORITATIVE LEADERSHIP** | SDA | DA | N | A | SA |
| 6. My supervisor believes employees need to be supervised closely they are not likely to do their work. | | | | | |
| 7. As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organisational objectives. | | | | | |
| 8. I feel insecure about my work and need direction. | | | | | |
| 9. My supervisor is the chief judge of the achievements of employees. | | | | | |
| 10. My supervisor gives orders and clarifies procedures | | | | | |
| 11. My supervisor believes that most employees in the general population are lazy. | | | | | |
| **LAISSEZ-FAIRE LEADERSHIP** | SDA | DA | N | A | SA |

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| | SDA | DA | N | A | SA |
|---|---|---|---|---|---|
| 12. In complex situations my supervisor allows me to work my problems out on my own way | | | | | |
| 13. My supervisor stays out of the way as I do my work | | | | | |
| 14. As a rule, my supervisor allows me to appraise my own work. | | | | | |
| 15. My supervisor gives me complete freedom to solve problems on my own. | | | | | |
| 16. In most situations I prefer little input from my supervisor. | | | | | |
| 17. In general my supervisor feels it's best to leave subordinates alone. | | | | | |
| **DEMOCRATIC LEADERSHIP** | **SDA** | **DA** | **N** | **A** | **SA** |
| 18. There is good collaboration between me/colleagues and supervisors | | | | | |
| 19. I can challenge existing ways of doing things | | | | | |
| 20. My supervisors value all the ideas and skills I bring to the discussion | | | | | |
| 21. Supervisors generally understands the problems I face in my job | | | | | |
| 22. Supervisors gives me regular feedback on my performance | | | | | |

## SECTION B: STAFF PERFORMANCE

The sets of statements aimed at helping you assess your performance at your job in the service. You are requested to rate yourself against each statement to indicate your self-assessment of your own performance, where the following ratings are: **Very Low (VL), Low (L), Average (A), High (H) and Very High (VH)**

Please tick **(√)** or a mark **(X)** in the box (cell) that represents your appropriate level of agreement.

| Quality of your performance and productivity. | VL | L | A | H | VH |
|---|---|---|---|---|---|
| 23. Do you execute tasks in time or by deadlines? | | | | | |
| 24. How do you rate your contribution in achieving departmental/unit goals | | | | | |
| 25. How do you rate quality of your performance? | | | | | |
| 26. How do you rate your productivity on the job? | | | | | |
| **Individual's quality of performance and productivity compared with other's doing similar jobs.** | VL | L | A | H | VH |
| 27. How do you evaluate the performance of **your peers** at their jobs compared with yourself doing the same kind of work? | | | | | |
| 28. How do you evaluate the performance of **yourself** at your job compared with your peers doing the same kind of work? | | | | | |

## THANKS FOR YOUR TIME AND EFFORT