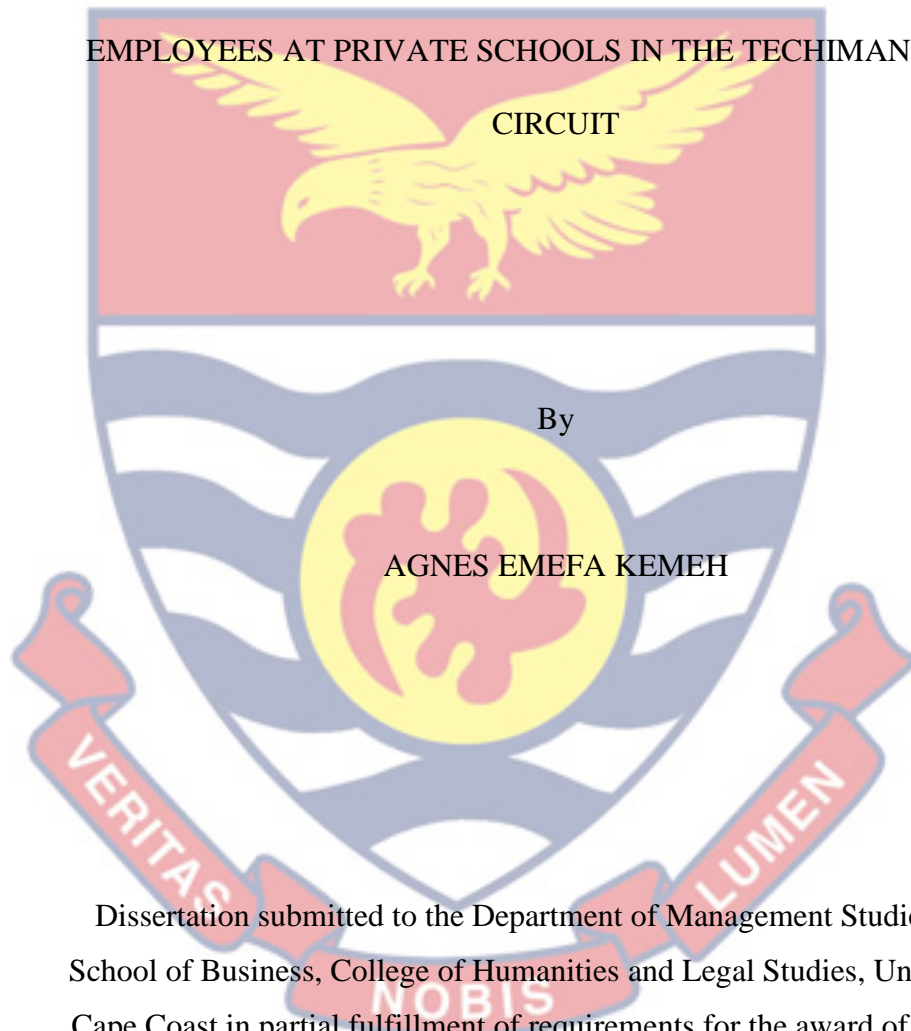UNIVERSITY OF CAPE COAST

LEADERSHIP STYLE AND JOB PERFORMANCE AMONG

EMPLOYEES AT PRIVATE SCHOOLS IN THE TECHIMAN SOUTH

CIRCUIT

By

AGNES EMEFA KEMEH

Dissertation submitted to the Department of Management Studies of the
School of Business, College of Humanities and Legal Studies, University of
Cape Coast in partial fulfillment of requirements for the award of Master of
Business Administration degree in General Management.

OCTOBER 2021

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.

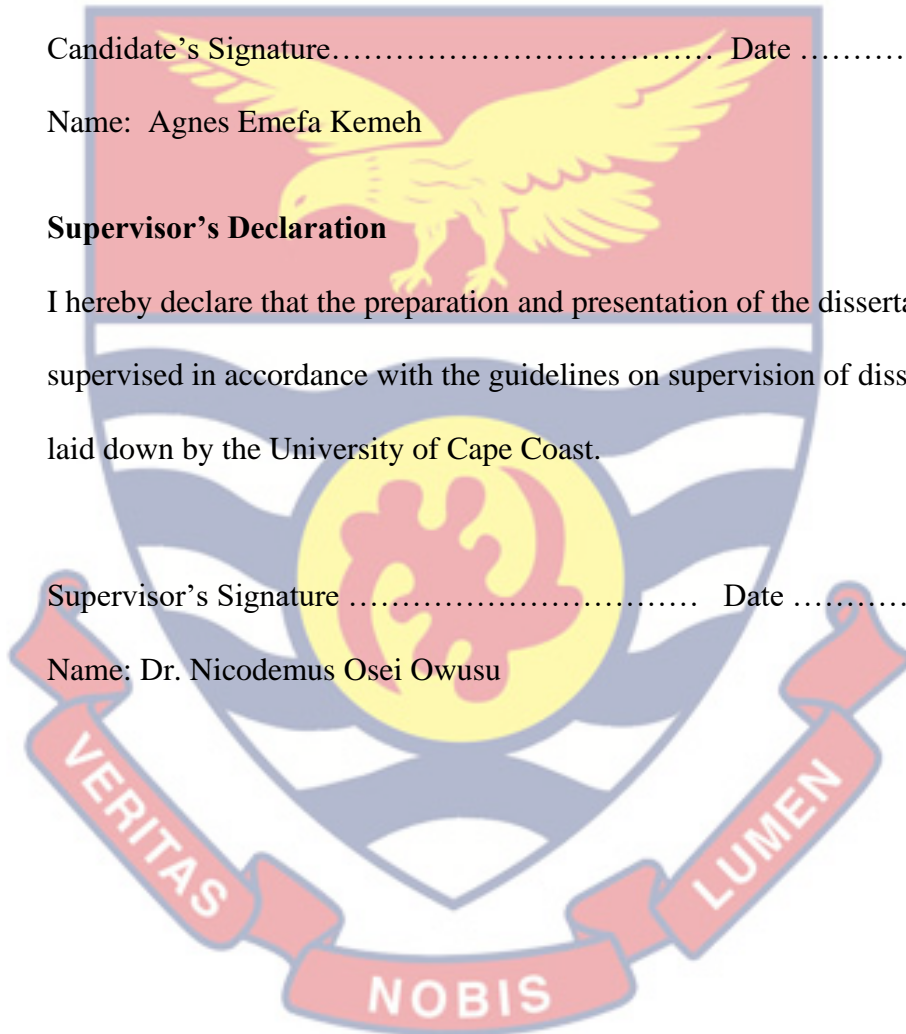Candidate's Signature…………………………… Date …………………...

Name: Agnes Emefa Kemeh

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on supervision of dissertation

laid down by the University of Cape Coast.

Supervisor's Signature ………………………… Date ……………………

Name: Dr. Nicodemus Osei Owusu

ii

ABSTRACT

The study examined the relationship between leadership style and job performance of Private Schools in Techiman South Circuit. The study was underpinned by the contingency theory of leadership theory and employed a quantitative research approach with an explanatory design. Using the census technique, valid data was obtained from 106 teachers out of 140 teachers in the study area. Questionnaires were administered to gather data from the respondents which was then processed using the SPSS version 25.0. Mean, standard deviation, Pearson product moment correlation and regression analysis were used to analyze the data. It was revealed that, both laissez faire and democratic leadership style have a statistically significant weak positive effect on organizational growth. However, there was positive statistically insignificant relationship between autocratic leadership style and organizational growth. The study concluded that both laissez faire and democratic leadership styles when practiced properly can promote organizational growth. Also, leaders should desist from using autocratic leadership style if they want their organization to grow. In view of the findings, it is recommended that, that all managerial staffs should go through leadership training programmes so as to acquaint them with the necessary leader skills and competences that can be leveraged on to produce improved organizational growth.

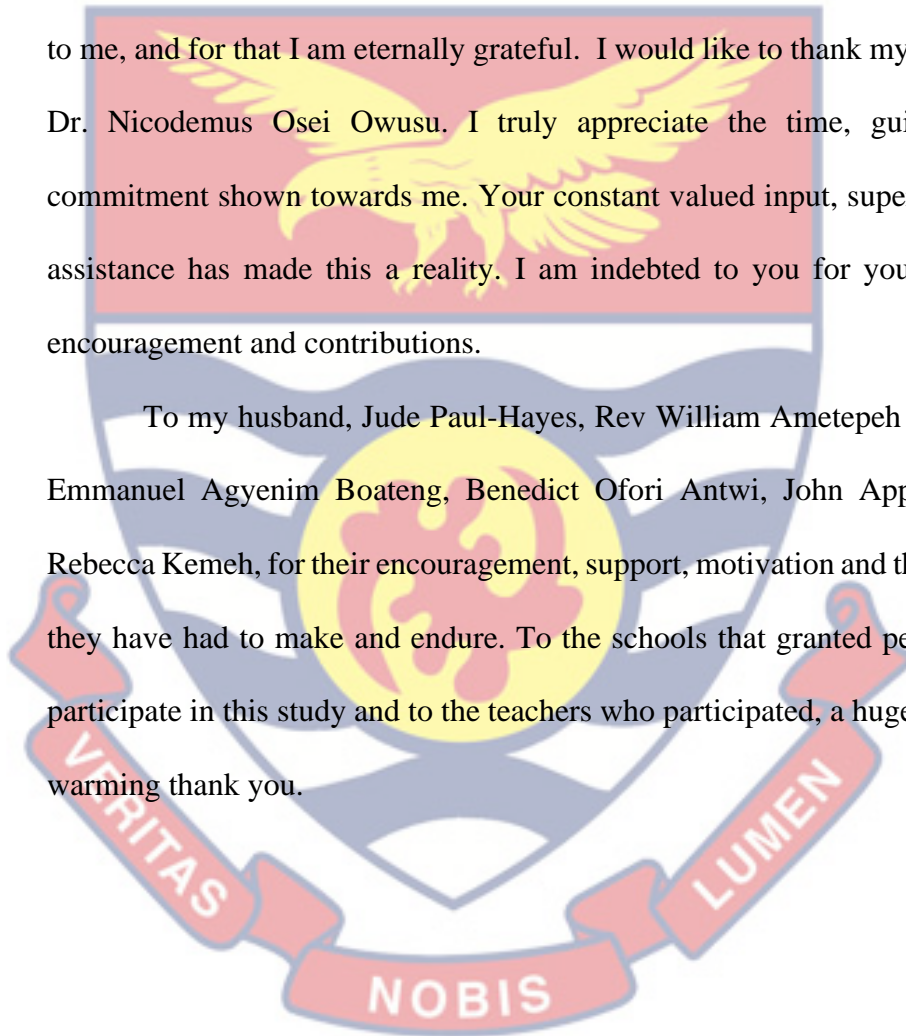**KEYWORDS**

Leadership Styles

Job performance

Techiman South Circuit

ACKNOWLEDGEMENTS

I would like to acknowledge the support and assistance of various people, without whom this research and my qualification would not have materialized. Foremost, I am grateful to God for allowing me to embark on this journey. Whilst words cannot express my gratitude, I wish to thank my family, parents, siblings and friends for their support. You all have been of great help to me, and for that I am eternally grateful. I would like to thank my supervisor, Dr. Nicodemus Osei Owusu. I truly appreciate the time, guidance, and commitment shown towards me. Your constant valued input, supervision, and assistance has made this a reality. I am indebted to you for your guidance, encouragement and contributions.

To my husband, Jude Paul-Hayes, Rev William Ametepeh De-Wilson, Emmanuel Agyenim Boateng, Benedict Ofori Antwi, John Appau, Akorfa Rebecca Kemeh, for their encouragement, support, motivation and the sacrifices they have had to make and endure. To the schools that granted permission to participate in this study and to the teachers who participated, a huge, and heart-warming thank you.

DEDICATION

To my loving family especially my children and my Husband Jude Paul-Hayes
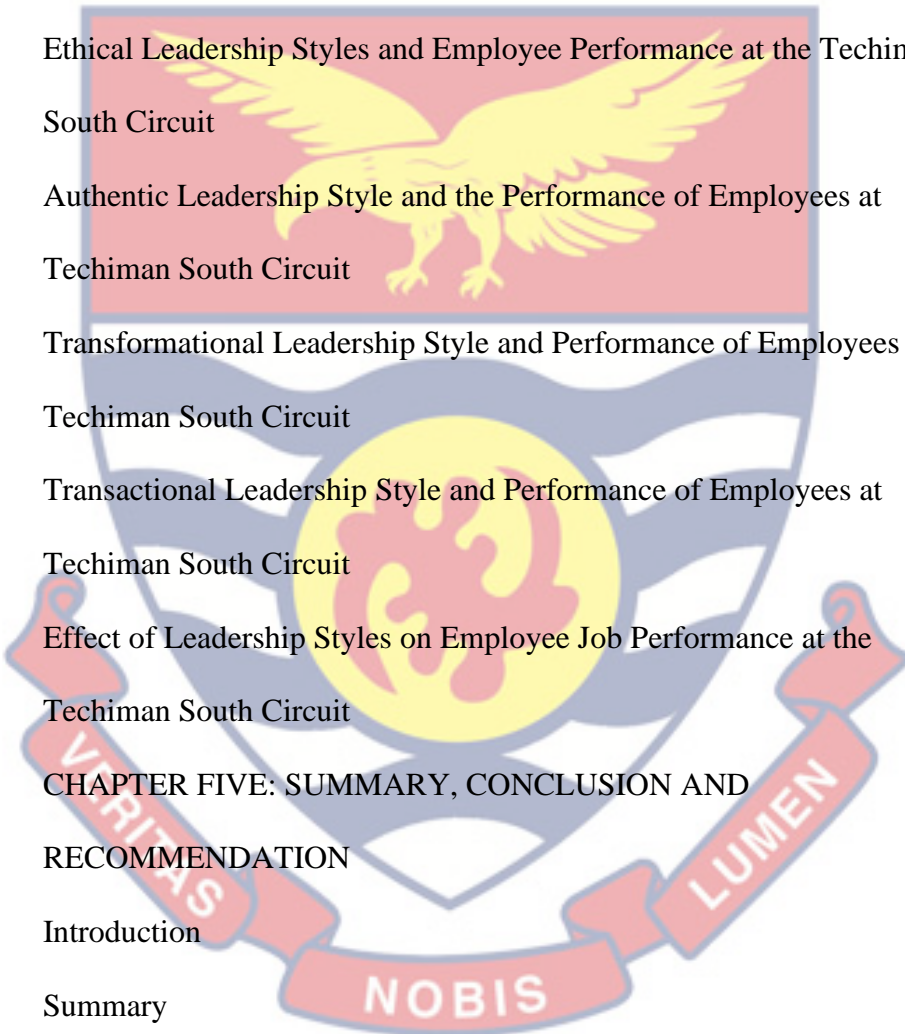
TABLE OF CONTENT

LIST OF TABLES

x

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

Background of the Study

Employees are essential resources that help sustain an organizations' competitive advantage amidst competition. As stated by the resource-based theory of the firm, the employee is an imitable resource that engenders strategic advantage (Barney, 2018; Alexy, West, Klapper, & Reitzig, 2018). Employees' strategic ability that engenders strategic advantage is reflected in their performances which could be task performance and or citizenship behavior (Boukis & Kabadayi, 2020). Task performance is the core task an employee of an organization is required to perform whereas citizenship behavior relates to the extra role behavior an employee shows at the workplace to enhance performance (Mekpor; Ahn, Lee, & Yun, 201ahn8; Aguiar-Quintana, Nguyen, Araujo-Cabrera, & Sanabria-Díaz, 2021).

Employee performance being an essential ingredient required for the overall organizational success according to Jabeen and Rahim (2021) could be affected either negatively or positively by the leadership behavior of an institution or organization at the workplace. The reason being that leadership is a socially interactive phenomenon (Billington & Ellersgaard, 2017). Ohemeng, Amoako-Asiedu and Darko (2018), said that most of the challenges at the workplace that hinders employee effectiveness and efficiencies require the effort of leaders with the right leadership style. Impliedly, the leadership style of an organization affects the performance of employees at the workplace however, whether the effect is positive or negative in any situation and or

1

context is a question that requires empirical investigation (Wuryani, Rodlib, Sutarsib, Dewib, & Arifb, 2021; Ichsan, Nasution, Sinaga, & Marwan, 2021).

In the views of Jabeen and Rahim (2021), leadership style is the effort of senior employees (who are superior to other employees at the workplace) to influence and encourage junior employees to meet set objectives leading to overall organizational success. Van Wart (2013), said that leadership style is about the character, behavior and skill of a leader that enhances effective subordinate coordination and performance. Put differently, leadership style is about the attitude and or behavior of a leader towards subordinates at the workplace that are either welcomed and appreciated or resisted and ignored. This confirms Molero, Cuadrado, Navas and Morales (2007), assertion that leadership style is a pattern of behaviors of a leader.

Several leadership styles have been identified in the literature and commonly among them are the transformational, transactional, autocratic, bureaucratic, laissez-faire, autocratic and ethical leadership styles (Beyer, 2012). In the views of Lemoine, Hartnell and Leroy (2019), leadership styles basically are grouped into classical and morality. The classical leadership styles include change-oriented, relationship-oriented and task-oriented leadership styles. The moral leadership styles include ethical and authentic leadership styles. For the purposes of the current study, authentic leadership style, ethical leadership style, transformational leadership style and transactional leadership style would be focused on.

The literature identifies various benefits for adopting right leadership styles at the workplace. According to Tummers and Knies (2013), "quality relationship between a leader and member engenders greater insight into how

2

the organization works on the part of members challenging them to take responsibility to make a difference at the workplace" (p. 861). This implies that leadership style empowers employee for superior outcomes at the workplace. Tuffour, Gali and Tuffour (2019), indicated that leadership style empowers employee to exhibit positive behaviors at the workplace. According to Tamatey and Malcolm (2017) through effective leadership styles the employee's intrinsic motivational level for effectiveness are enhanced for maximum productivity.

Similarly, extant studies (Mekpor & Dartey-Baah, 2017; Andoh, & Ghansah, 2019; Omonona, Olabanji & Obamen (2019), had shown that leadership styles enhance the performances of employees at the workplace. For instance, Andoh, and Ghansah, (2019) found that leadership styles positively affected the performances of staff in private universities in Ghana. Similarly, Omonona et al., (2019), found that leadership styles significantly affected staff performances in the fast-moving consumer goods market in South Africa. Again, Mekpor and Dartey-Baah, (2017), found that leadership styles positively affected the organizational citizenship behavior of employees in the banking sector of Ghana. Based on these, the present study aimed to examine the influence of leadership styles on the job performance of workers at the Techiman South Circuit employing the leader-member-exchange theory which states that satisfaction, commitment, performance of subordinates depends on the quality of relationship between the leader (style) and them (Erdogan & Bauer, 2015).

Research Problem

Over the years, the Ghanaian public sector has continued to experience below average employee performance at the various ministries, municipalities,

3

and district assemblies (Armah-Attoh, 2015; Ohemeng et al. 2018; Tuffour et al. 2019). According to Ohemeng et al., (2018), initiatives to improve the performance of the staff in the public sector by the government were unsuccessful due to poor leadership. A study by the Government of Ghana in 2017 stated that the issue of poor performance at the public sector could be attributed to the leadership style adopted at the various government agencies by management (Government of Ghana, 2017). Similarly, a report by the Government of Ghana in 2004 indicated that most of the technocrats are unwilling to go beyond their duties because of leadership behavior (Government of Ghana, 2004).

Again, few studies have focused on leadership styles in the public sector of developing economies like Ghana (Ohemeng et al. 2018; Donkor & Zhou, 2020). According to Ohemeng et al., (2018), there is empirical gap on how leadership styles affect workers performances in the public sector of Ghana. Also, Lemoine et al., (2019), stated that most of the studies on leadership styles focused on the classical type of leadership compared to the moral type of leadership styles. However, according to Walumbwa et al., (2008), the increased corporate scandals and management malfeasance has raised the need to focus on leaders' morality in governance. Moreover, the moral form of leadership style is important to society, organizations and individuals because their impact on employee behavioral outcomes is distinct from the other leadership styles (Lemoine et al. 2019). This study therefore focused on ethical, authentic, transactional and transformational leadership styles to examine their effect on workers performance at private schools in Techiman south District.

Furthermore, a review on the findings of leadership styles on employee performance indicated that there is mixed conclusion on the subject. For instance, Saeed and Mughal (2019), found that transactional leadership style affects employee performance at the workplace. Nasab and Afshari (2019), found that authentic leadership style affects positively workers performances at the workplace. The findings of Chammas and da Costa Hernandez (2019), showed that transformational leadership style affected the performance of employees at the workplace. Also, the findings of Khokhar and Zia-ur-Rehman (2017), showed that ethical leadership style affected positively the performances of workers. Lastly, Tamatey and Malcalm, (2017) found that leadership styles do not affect employee performance in the public sector. The current study sought to affirm or reject the findings of extant studies on leadership styles and employee performances in the literature.

Research Purpose

The study seeks to determine the influence of leadership styles on the performances of workers at private schools in Techiman South District.

Objectives of the Study

1. To examine the effect of ethical leadership styles on the job performances of employees at private schools in Techiman South District.

2. To analyze the effect of authentic leadership style on employee job performance at private schools in Techiman South District.

3. To examine effect of transformational leadership style on employee job performance at private schools in Techiman South District.

5

4. To analyze the effect of transactional leadership style on employee performance at private schools in Techiman South District.

5. To examine the combined effect of leadership styles on job performance of employees at private schools in Techiman South District

Research Questions

1. What is the effect of ethical leadership styles on the job performances of employees at private schools in Techiman South District?

2. What is the effect of authentic leadership style on employee job performance at private schools in Techiman South District?

3. What is the effect of transformational leadership styles on the job performances of employees at private schools in Techiman South District?

4. What is the effect of transactional leadership styles on the job performances of employees at private schools in Techiman South District?

5. What is the combined effect of leadership styles on the job performances of employees at private schools in Techiman South District?

Significance of the Study

The study would contribute to theory and practice in various means. First of all, the study would add up to the body of literature on leadership styles and performance. Secondly, scholars can use the study as references for future studies into leadership styles and performance in the Techiman South District Municipality. In practice, the study would enable the Techiman South Circuit's management to understand and select the best fit leadership style that could enhance performance among staff. In policy, the study could be relied upon by

6

ministry of local government in choosing a leadership style that could enhance staff performances in the various local government departments.

Organisation of the Study

The study was divided into five chapters. The first chapter focused on the background of the study, the purpose of the study, the organization of the study. The next chapter focused on the theories and conceptual framework that underpinned the study. The third chapter focused on the methodology of the study. The next chapter, focused on the results and discussion of the study. The last chapter focused on the summary, conclusion, recommendation and future suggestions.

Chapter Summary

The chapter focused on the background of the study, research problem, research questions and objective, significance of the study.

7
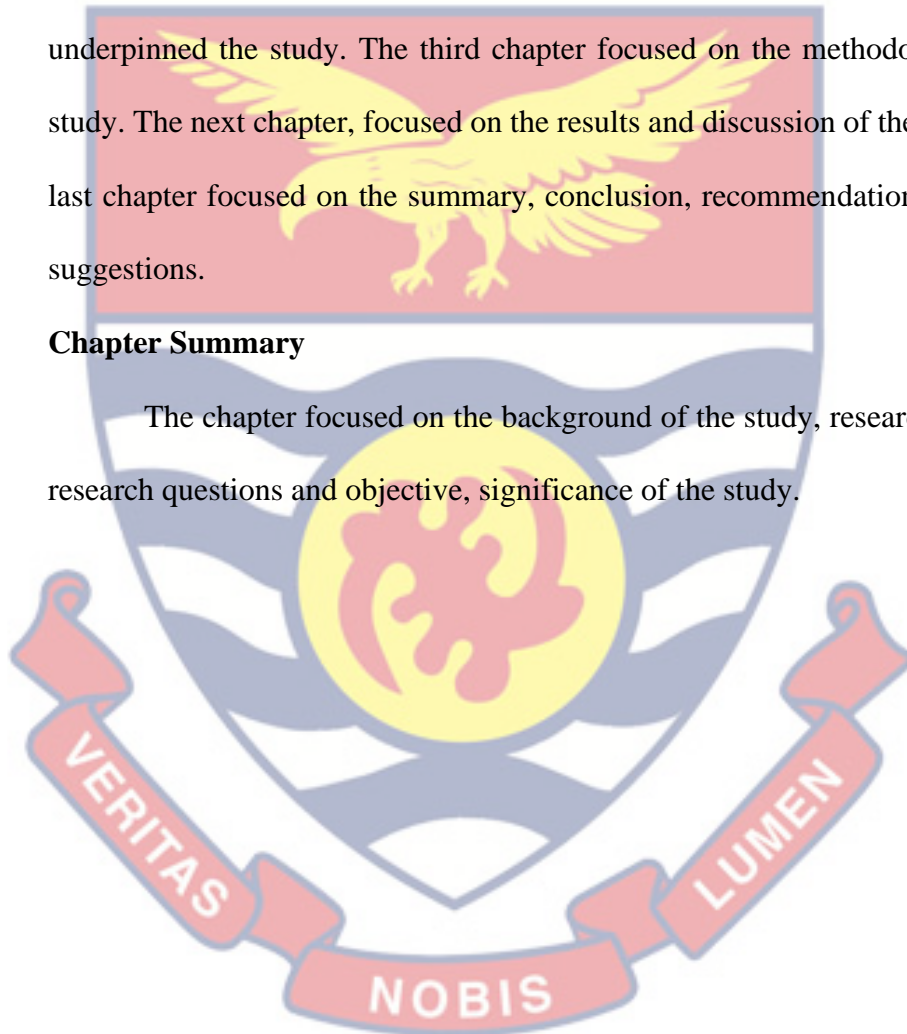
CHAPTER TWO

REVIEW OF LITERATURE

Introduction

The present chapter focused on reviewing literature that pertains to the variables under study. leader-member exchange theory was discussed as well as the conceptual framework that guided the study.

Theoretical Foundation

Leader-Member-Exchange Theory

The Leader-Member-Exchange (LMX) theory has long been used to explain the relationship between leaders and subordinates in literature (Bauer & Green, 1996). The LMX theory explains the dyadic relationship between the leader and followers. In the view of Zhang, Huai, and Xie (2015), the leader-member-exchange theory explains the mutual benefits that exist between the employer and employee. According to Erdogan and Bauer (2015), the leader-member-exchange theory states that the quality of relationship that exist between a leader and his or her subordinates determines the level of influence the leader has over his or her followers. Simply put, the LMX theory assumes that the leader and subordinate relations determines followers' discouragement or encouragement in performing an assignment.

The leader-member relation is high when followers trust, respect and likes the leader but when the subordinates do not respect, trust nor like the leader then the relationship between the leader and the followers is low (Nahrgang, Morgeson & Ilies, 2009). In situations whereby leaders reward subordinates according to the established principles and codes, subordinates in return show respect and trust towards the leader. This norm of reciprocity increases the

8

leader's chances of affecting positively the performances of the employee at the workplace. On the other hand, whereby the leader does not reward a subordinate who has fulfilled the part of the bargain as agreed, the followers tend to develop the attitude of distrust and disrespect towards the leader which in turn affects their performances at the workplace (Moin, Wei, Weng & Ahmad Bodla, 2021).

Relating the theory to the present study, it could be said that when leaders at the Techiman South District Assembly reward or punish employees as stated in the codes and conduct, policies, rules and regulations of the district, the employees trust, respect and loyalty towards the assembly would be improved which in turn enhances their performances however, when the employees perceive unfairness among the employers, the tendency for the staff to reduce their trust, loyalty and respect for the leader would be high. Thus, employees at the district assembly would reciprocate positively when management reward and punish workers accordingly at the workplace.

Generally, the leadership style scholarship acknowledges that the leader-member exchange (LMX) theory is made up of three components. Depending on the perspective the researcher chooses, some posit that the three components are loyalty, affect and perceived contribution while other state trust, mutual obligation and respect as the three components of the LMX theory (Dienesch & Liden, 1986). Contrary, to the notion of Dienesch and Liden, Schriesheim, Castro and Cogliser (1999), stated that the components of the LMX theory are six in number. They are like, loyalty, attention, trust, latitude and mutual support.

The leader-member-exchange theory had been applied in various leadership studies across the globe. The leader-member-exchange theory unlike

9

other theories focuses on the dyadic relationship between a leader and a follower (Fatima, Raja, Malik & Jahanzeb, 2020). The current study adopts the LMX theory in explaining the relationship between leadership styles and employee job performances at the Techiman South District Assembly in Ghana.

Conceptual Review

Leadership Styles

Beyer, (2012), identified over fifty leadership styles in the literature and commonly among them were the transformational, transactional, autocratic, bureaucratic, laissez-faire leadership styles. According to Lemoine, Hartnell and Leroy, (2019), most of these leadership styles fall within the classical type of leadership (such as change-oriented, task-orientation and relationship-orientation) or the moral type of leadership (ethical, servant leader and authentic). Lemoine et al., (2019), stressed that each type of the leadership style is important to the society, organizations and individuals because their impact on employee behavioral outcomes is distinct from the other type of leadership styles.

Authentic, ethical, transformational and transactional leadership styles were selected and applied as the variables that formed the leadership styles in the present study. The authentic leadership style was chosen because it is the only leadership style that focuses on self-consistencies and cultures oriented on flexibility (Lemoine et al. 2019, p. 166). Also, more authentic leaders are needed in organizations in order to restore subordinate confidence in leadership (Walumbwa et al. 2008). Furthermore, Ethical leadership was also chosen because of the immoral and unprofessional conducts of leaders in contemporary times (Shakeel, Kruyen & Van Thiel, 2019). The transactional leadership style

10

was chosen because this type of leadership style uses the reward and management-by-exception strategy in order for employees to perform (Young, Glerum, Joseph & McCord, 2021). The transformational leadership style was chosen because this is the only type of leadership style that uses intellectual stimulation to get employees perform beyond expectation (Rafferty & Griffin, 2004).

Though the chosen leadership styles have some commonalities such as internalized moral perspective, there exist some differences among the authentic, transformational and ethical leadership styles (Walumbwa et al. 2008). For instance, transformational leadership style's uniqueness lies in these theoretical components: inspirational motivation, intellectual stimulation and individualized consideration. For authentic leadership, its uniqueness lies in balanced processing and relational transparency. Regarding ethical leadership, its uniqueness lies in the moral manager element in theory. The transactional leadership style is known to employ the reward and management-by-exception strategy (Rafferty & Griffin, 2004; Young et al. 2021).

Nazarian, Soares and Lottermoser (2017), asserted that leadership styles in general have a positive impact on the performances of organizations and individuals. Similarly, NawoseIng'ollan and Roussel (2017), opined that leadership styles are vital to increased performances of employees in industries. A study by Chege and Gakobu (2017), on the influence of leadership styles on performance in the telecommunication industry in Kenya. The study revealed that leadership styles had a significant positive effect on the performances of employees in the telecommunication industry in Kenya. similarly, Namai and Okeyo (2020), carried a study on leadership styles and performance of premier

clubs in Kenya. the results revealed that leadership styles positively affect the performances of footballers in premier clubs in Kenya. Based on these reasons, the current study postulated that the combined effect of leadership styles on the performances of employees would be positive and significant.

Authentic Leadership

Authentic leadership, another type or form of moral leadership has gained much attention in the human resource management scholarship (Avolio et al. 2004; Walumbwa et al. 2008). Authentic leadership is known to draw it tenets from virtue ethics or better still authentic leadership is known as virtue ethics (Lemoine et al. 2019). Unlike other leadership style, authentic leadership is predominantly a self-confidence and awareness concept (Emuwa & Fields, 2017). Thus, authentic leaders are known to be genuine, transparency and act in accordance with their belief as opposed to the opinions of externalities (Guignon, 2004). Mostly the authentic leader makes rules and judgements with no influence from external factors (Avolio et al. 2004).

Authentic leadership mostly use their behaviors and attitudes to influence subordinates rather than using force, rewards and punishments to get their subordinates perform an act (Luu, 2020). According to Shamir and Eilam (2005), because the authentic leadership style is characterized with self-concept and self-expression ideology, followers much easily emulate those traits possessed by the authentic leader (Luthans & Avolio, 2003). Authentic leaders intrinsically are motivated to do what they do (Deci & Ryan, 2000; Gagn´e & Deci, 2005) hence displaying higher integrity in their actions (Leroy, Palanski & Simons, 2012). This definition indicates that both the leader and the follower

12

must be genuine in their dealings with each other in order to maximize the full benefits of authentic leadership (Leroy, Anseel, Gardner & Sels, 2015).

Put differently, where a leader is genuine, transparent and is able to express him/herself in his or her dealings and the subordinate or follower(s) is not, the authentic leadership purpose gets defeated in an organization. Since an authentic leader believes that his or her behaviors and attitudes are morally right, such a leader is persuaded to think that followers behaving in similar manner are ethical and positively influenced (Wei, Li, Zhang & Liu, 2018). The study applied the definition posited by Walumbwa et al., (2008), because Gardner et al., (2005), argues that these elements are prominent in defining and measuring authentic leadership theory because they capture both philosophical and social psychology properties namely: self-awareness, relational transparency, internalized moral perspective and balanced information (Walumbwa et al. 2007; Lemoine et al. 2019).

Balanced processing of information relates to the authentic leader ability to think objectively about issues at the workplace (Lemoine et al. 2019). In the views of Walumbwa et al., (2008), balanced information processing is about a leader investigating a matter objectively before giving judgment. In situations, where the issue to be solved is above the reasoning of the leader, an authentic leader consults for better clarification in order to make an objective decision. Internalized moral perspective relates to the authentic leader's ability to morally self-regulated and acting accordingly in that manner (Lemoine et al. 2019). Walumbwa et al., (2008) it is a leader's inherent zeal to attain behavioral integrity. Relational transparency relates to the authentic leader's ability to behave in line with his or her true nature (Lemoine et al. 2019).

13

Self- awareness relates to the authentic leader's ability to be fully aware of him or herself (Lemoine et al. 2019). According to Walumbwa et al., (2008), the self-awareness component of authentic leadership is about a leader and his or her subordinates knowing their strengths and weakness. Self-awareness involves a person's past experiences and how he or she has developed meanings from such events over time. Self-awareness is a process that brings about an inclusive view over time in a person (Kegan, 1982).

Walumbwa et al., (2008), is of the view that irrespective of various stakeholders calling for transparency and accountability among leaders in society and organizations, if there are not means to measure the integrity of leaders then such calls may be in vain when there are no validated scales to measure the integrity, transparency and accountability of leaders. In other words, being able to identify scales that adequately measure an intended purpose is essential in the academic world. The scale developed by Walumbwa et al., (2008), is adopted to measure authentic leadership in this study because the samples covered the African perspective, Chinese perspective and the United States perspective of leadership hence giving a more prominent scale for diverse cultural setting. Moreover, Bass and Avolio (2004), scales used to measure transformational leadership does not include the items Walumbwa et al., (2008), uses as scales to measure authentic leadership. This position makes the authentic leadership scale developed by Walumbwa et al., (2008), purport to measure ideally authentic leadership.

Transformational Leadership

Transformational leadership Like other leadership styles that have various components, transformational leadership style according to Avolio

14

(1999), has five key components that makes the concept unique. These elements are: individualized consideration, idealized influence, intellectual stimulation, attributed charisma and inspirational motivation. Kark (2004), states that the charisma component of transformational leadership could be regarded as vision. These five mentioned elements of transformational leadership, according to Walumbwa et al., (2008), are ideally four in number because the attributed charisma element from the perspective of Yukl (2006), does not necessarily relate to the behavior of leaders per se.

Therefore, the charisma element is subsumed in the idealized influence element. Idealized influence relates to the transformational leader's ability to share in the need of the followers irrespective of his or her own needs. Thus, the followers' needs are met to an extent at the expense of the leader's needs. Also, the transformed leader by example shares in the risk of a follower for the others to emulate such an act (Walumbwa et al. 2008; Siangchokyoo, Klinger & Campion, 2020). According to Bastari, Eliyana and Wijayanti (2020), idealized influence relate to a leader being able to command respect and trust from employees. Intellectual Stimulation is about a leader empowering his or her subordinates to be able to questions philosophies and assumptions postulated by others in the society and if possible, edit, rephrase and innovate such philosophies. By this, the transformed leader empowers the followers to find new ways to solve issues in a community and the world at large.

Inspirational motivation relates to the inspiration and motivation a leader provides to his or her subordinates via challenging tasks at the workplace, etcetera. This type of motivation may relate to the intrinsic motivation type.

15

Thus, the leader does say things that would cause the follower to willingly from an inner drive to perform an act. The inspirational motivation element is about a leader using verbal communication to inspire subordinates to perform beyond expectation at the workplace (Rafferty & Griffin, 2004). Individualized consideration relates to a transformed leader attending to needs of people individually. Thus, the leader tackles the needs of his or her followers individually through mentoring, creating conducive atmosphere, etcetera.

The current study conceptualizes transformational leadership style based on the definition of Walumbwa et al., (2008). Thus, transformational leadership encompassed intellectual stimulation, inspirational motivation, individualized consideration and idealized influence. Again, the current study adopts the scale postulated by Bass and Avolio (1994) to measure the transformational leadership construct.

Transactional Leadership

Transactional leadership style is defined as an exchange between leaders and their subordinates (Azizaha, Rijalb, Rumainurc, Pranajayae, Ngiuf, Mufidg, ... & Maui, 2020). That is, transactional leadership is the exchange between an employer and his or her employee. Transactional leaders usually employ rewards and punishment style or strategy to get their subordinates perform a task. The transactional type of leaders believe that a follower should be given a reward when he or she does something worthwhile however, should the follower not do what is required of him or her, the leader punishes such a follower to deter others from repeating such acts or behaviors (Khan, Mughal & Khattak, 2017). Transactional leadership is more or less a contract with conditions and remedies between an employer and his or her employees (Asbari,

16

Santoso & Purwanto, 2019). In other words, transactional leadership is based on the traditional exchange relationship whereby the servant can expect reward whenever he or she does what is required by management (Supriadi, Musthan, Sa'odah, et al. 2020).

According to Asbari, Santoso and Purwanto (2019), this type of leadership style does not encourage employee creativity and innovation however it is best for creating a routine and stable environment whereby the worker knows exactly what is required of him or her at any point in time. Supriadi et al., (2020), said that transactional leadership works best in a stable work environment. In the views of Saeed and Mughal (2019), this type of leadership aims at creating quality work standards and superior work output at the workplace. Kark, Van Dijk and Vashdi, (2018), was of the view that transactional leaders aim not to motivate subordinates but to ensure target results are achieved. The transactional leader employs extrinsic motivation approach to get things done at the workplace (Ebrahimi, Rezvani-Chamanzamin, Roohbakhsh, & Shaygan, 2017).

Concerning transactional leadership style, some scholars (Saeed & Mughal, 2019) opine that the concept is made up of certain factors which are contingent reward and management by exception. Contingent reward is about obtaining results and it includes setting directions, reciprocity, building confidence among employees and material rewards which is performance based (Vecchio, Justin & Pearce, 2008). Management by exception could be passive and or active. Passive management by exception concerns leader's attitude of waiting for things to get out of hand before they take the necessary corrections.

17

Active management by exception relates to a leader's attitude in trusting subordinates to perform the job (Bass & Avolio, 2004).

Ethical Leadership

Ethical leadership a form of moral leadership has gained prominence in the leadership literature (Lemoine, et al. Hartnell and Leroy, 2019), due to the increase in immorality and unprofessional behavior and attitude among leaders in contemporary times (Shakeel et al. 2019). The concept holds that irrespective of leaders required of portraying morality in their dealings with followers, leaders are expected to keenly follow laid down norms and standards in an organization or country (Lemoine et al. 2019). Ethical leadership argues from the deontology perspective of morality. That is, whether an action may benefit society or not, a person not following the set standards, norms and rules stipulated makes such an act to be considered immoral (Pettit, 2000). Hence, the means should justify the end.

According to Eisenbeiss (2012), ethicality is subjective in nature because the rules, standards and norms in one organization are different from that of another company or organization. Thus, what one management function may consider ethical another may not give much importance to it. Ethical leadership is defined by Brown et al., (2005) as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120). Brown et al., (2005), definition of ethical leadership delineates that the ethical leader is both a moral person and a moral manager. An ethical leader is considered a moral person when he or she has personal values that are in line with standards or

18

ethical codes act professionally or accordingly (Walumbwa et al. 2008). According to Walumbwa et al., (2008), these personal values include integrity, openness, honesty and fairness.

The ethical leader is considered a moral manager when he or she knows what to do to imbibe the ethical values in subordinates (Shakeel et al. 2019). According to Brown and Treviño (2006) the ethical leader being a moral manager is about such a leader making "ethics an explicit part of their leadership agenda by communicating an ethics and values message, by visibly and intentionally role modeling ethical behavior" (p. 597). Shakeel et al., (2018), definition of ethical leadership inculcates other elements such as empowerment not identified in the definition postulated by Brown et al., (2005). Supporting this perspective, Lemoine et al., (2019), argued that the definition of Brown et al., (2005), failed to include that an ethical leader should seek the greater good of the people. Notwithstanding, the definition postulated by Brown et al., (2005), is considered and selected accordingly in this study because it is validated, widely accepted and used in defining ethical leadership in the leadership scholarship (Shakeel et al. 2019).

An ethical leader according to Lemoine et al., (2019), is one that ensures that between superiors and subordinates and between subordinates, their dealings with each other is fair. They ensure employees continually comply with the ethics of an organization. Ethical leaders are mentors that show credibility towards their followers through their attitude and behavior which can be emulated. Here the leader ensures that a subordinate is punished when he or she does something unethically and rewarded when he or she does something ethically (Brown et al. 2005). According to Kolthoff, Erakovich and Lasthuizen

19

(2010), ethical leadership style could help in fighting corruption in a society or organization.

Despite the gains in employing the ethical leadership style, scholars (Den Hartog & Belschak, 2012; Kalshoven & Boon, 2012), argue that there are some demerits that accompany the ethical leadership. According to Den Hartog and Belschak, (2012), exploitation is likely to abound via the establishment of strict and strong policies for employees. Thus, human resource managers can deliberately make policies that are difficult for their personnel hence giving the leaders an opportunity to punish the subordinates (Kalshoven & Boon, 2012). Furthermore, ethical leadership does not support the idea of subordinates questioning the policies designed and implemented at the workplace (Hannah, Jennings, Bluhm, Peng, & Schaubroeck, 2014). Ethics is subjective since it is based on the context in which it is applied hence what is moral to one organization may not be moral to another organization (Shafer-Landau, 2015).

Some scholars (Brown et al. 2005; Walumbwa et al. 2008; Brown & Mitchell, 2010; Lemoine et al. 2019), posit that there are differences between ethical leadership and other forms of leadership styles especially those that fall within the moral approach to leadership such as servant leadership and authentic leadership. Ethical leadership having their ideology from Kant's proposition of deontology, believes that an action is only right and moral when the person carrying out such action follows strictly the laid down rules, standards and norms in a particular context or organization or society. Here, the ethical leader does not believe that the ends justify the means though the end could benefit a whole society. Put differently, it is better for society to suffer than for a rule or standard or norm to be disobeyed. This ideology is different from the servant

leadership in that, servant leaders believe that society should not suffer even if it means breaking a norm or rule. That is, servant leadership believes that the ends should justify the means.

Folger and Cropanzano (2001), asserted that without an effective measuring instruments that measure a concept or ideology such as ethicality, leaders cannot be held responsible to behave ethically. Based on this several ethical leadership scales had been developed by scholars (Brown et al. 2005; Walumbwa et al. 2008). The current study however employs the scale developed by Brown et al., (2005), to measure ethical leadership style.

Employee Job Performance

Employee job performance over the years is acknowledged as a vital requirement for organizational success and continuity. The performances of employees in all sector of an economy could be grouped into task performance and or contextual performances (Young et al. 2021). Some scholars posit that job performance should include task performances (Dessler (2000; Hasibuan, 2003; Purwanto et al. 2020) others posit employee performance should include task performance and contextual performances of the employee (Meyers, Kooij, Kroon, de Reuver, & van Woerkom, 2020; Deeba, Saleem, Abidollah, & Hashmi, 2020). For the purposes of the current study, employee job performance would include both contextual and task performances of the employee.

Task Performance

Task performance is also known as in-role performances of the employee at the workplace. Dessler (2000), opined that job performance referred to as a worker's work performance whereby work performance is the

21

actual output of an employee against set job standards or targets. Hasibuan (2003), similarly, defined employee job performance as a staff's work output. The definition of Dessler (2000), and Hasibuan (2003), on job performance focused on the employees results or task output only. In the views of Chammas and da Costa Hernandez (2019), the work performance of employees related to the quality and quantity of their output. Again, Purwanto, Bernarto, Asbari, Wijayanti and Hyun (2020), defined job performance as an employee's success in achieving a set target. Purwanto et al., (2020), further said that the employee job performance is made up of quality of work, timeliness, capability and initiative about the work. Eliyana and Ma'arif, (2019), said that job performance is an individual's contribution to the advancement of the technical core of an organization.

Contextual Performance

Contextual performance is also known as the extra role performance of an employee at the workplace. In some instances, the extra role of an employee is referred to as the citizenship behavior of the employee (Deeba et al. 2021). Extra role performance refers to an employee discretionally performing an assignment on behalf of an organization though he or she is not dutifully required per the contractual terms of the employment to do so (Meyers et al. 2020; Şahin, Arıcı Özcan & Arslan Babal, 2020; Jannesari, Wang, Zheng, Xie, Lai & Wu, 2021). Put differently, contextual performance does not form part of the legal duties of an employee and such actions of the employee are to be paid by the employer of the organization.

22
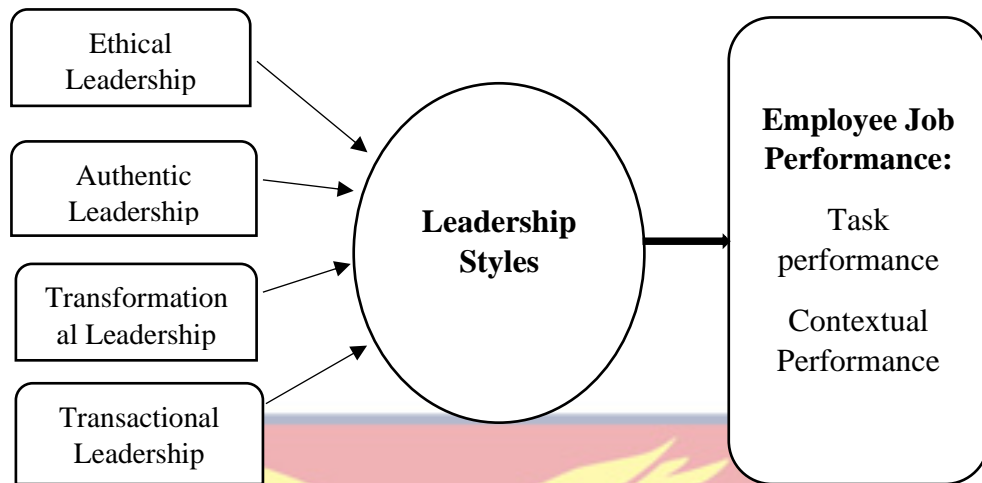
Figure 1: Conceptual Framework

Source: Author's Construct, (2021)

The framework above guided the current study. based on literature reviewed this framework was developed to indicate the existing relationship that has been explicated between leadership styles and employee job performance as hypothesized in the study. The conceptual framework showed that leadership styles affected positively the performances of employees at the Techiman South Circuit. Specifically, the study hypothesized that the selected leadership styles (ethical, authentic, transformational and transactional) would positively affect the performances of the workers at the district assembly in Techiman South. Also, the study predicted that the combined effect of leadership styles on performances of employees at Techiman South would be positive.

Empirical Review

Relationship between Ethical Leadership and Employee Job Performance

Zaim, Demir and Budur (2021), carried out a study ethical leadership, effectiveness and team performance: Islamic perspective. The study used 408 staff as sample to represent the total populations of workers in the private organizations in Kurdistan in Iraq. The findings of the study showed that ethical

leadership style had a significant positive relationship with the performance of employees in private organizations in the Kurdistan in Iraq. Specifically, the study showed that Islamic ethics adopted by leadership in private organizations does affect positively the performance of employees who work in the private companies in Kurdistan of Iraq.

Shafique, Kalyar and Ahmad (2018), carried out a study on nexus of ethical leadership, job performance and turnover intentions. Job satisfaction was a mediating variable on the relationship. The study used 114 samples to represent the total population of employees in the tourism sector of Pakistan. The study findings showed that the performances of employees at the tourism sector of Pakistan was positively influenced by ethical leadership style. Simply, put ethical leadership is acknowledged a significant factor among workers in the tourism sector. Again, Ahn, et al., (2018), investigated leader's core self-evaluation, ethical leadership and employee job performance. Employee exchange ideology served as a moderating role on the relationship. The study employed 290 employees working in various organizations as representatives of the population of the entire organizations' employees. The findings of the study showed that ethical leadership positively affect the performance of employees at the various organizations in South Korea.

Furthermore, a study was carried out by Khokhar and Zia-ur-Rehman (2017), on linking ethical leadership to employees' performance: the mediating role of organizational citizenship behavior and counterproductive work behavior in Pakistan. Leaders in educational institutions were used as sample who were 237 in number. The result of the study indicated that ethical leadership style had a significant influence on employee job performance in the

24

educational institutions in Pakistan. The result further revealed that organizational citizenship behavior did not have a positive relationship with ethical leadership. Specifically, citizenship behavior was not successful in mediating the relationship between ethical leadership and job performances in the educational institution in Pakistan.

According to Saha, Cerchione, Singh and Dahiya (2020), ethical leadership affects positively performance. In the views of Brown and Mitchell (2010), ethics is culture specific hence its outcome on workers could be negative or positive. Based on the findings and assertions postulated by the above scholars, the current study hypothesized that ethical leadership would positively affect the job performance of employees at the Techiman South Circuit in Ghana.

Authentic Leadership Style and Employee Job Performance

Authentic leadership believe in a person having virtues and following such virtues and avoids the use of persuasion, punishment and rewards to get subordinates perform an act. Scholars have found that authentic leadership relate with employee job performance. For instance, Nasab and Afshari (2019), carried a study on authentic leadership style and employee performance among tourism agencies in Guilan province. The study used a sample size of 170 representatives which was equivalent to 80 percent of the total sample frame suggested. The findings of the study indicated that authentic leadership style positively influence the performance of employees at the tourism sector in Guilan Province in Iran.

Similarly, Mira and Odeh (2019), investigated the mediation effect of authentic leadership on the relationship between training and employee performance. The study used employed 260 sample size or representatives to generalize conclusions about people in Jeddah Islamic Port. The study adopted a structural equation model partial least squares (SEM-PLS) software in analyzing the primary data collected. The finding of the study showed that authentic leadership style positively affected employee performance at the Jeddah Islamic Port. Thus, authentic leadership style successfully mediated the relationship between training and the performance of employees at the Jeddah Islamic Port.

Again, Wei, Li and Liu (2018), conducted a study on the interactive effect of authentic leadership and leader competency on followers' job performance, Work engagement acting as a mediating role on the relationship. The study used a sample size of 248 representatives. The findings of the study showed that authentic leadership style significantly affected the performances of employees in companies in Shanghai in China. Also, Alzghoul, Elrehail, Emeagwali and AlShboul (2018), carried a study on knowledge management, workplace climate, creativity and performance: the role of authentic leadership in the telecommunication sector. The findings of the study revealed that authentic leadership significantly affect the employee job performance in the telecommunication industry.

Again, Yang and Kim (2018), investigated the effect of corporate social responsibility on job performances the moderating role of authentic leadership and meaningfulness of work. The findings of the study showed that authentic leadership significantly affect employee job performances. The above findings

26

showed that authentic leadership style positively relate with the performances of employees at various sectors of an economy hence the current study hypothesis that authentic leadership would positively affect the performances of employees at the Techiman South Circuit.

Transformational Leadership Style and Employee Job Performance

Scholars had found that there exists a positive link between transformational leadership and employee job performance. For instance, Bastari et al., (2020), who carried out a study on the effects of transformational leadership styles on job performance, job motivation acted as a mediator among workers in state owned enterprises in Indonesia. The study revealed that transformational leadership style positively affected the job performances of employees at the state-owned enterprises in Indonesia. Similarly, Purwanto, Bernarto, Asbari, Wijayanti and Hyun (2020), carried out a study on the effect of transformational and transactional leadership style on public health center performances. The results of the study showed that transformational leadership style affect positively the performances of workers at Puskesmas. Again, Chammas and da Costa Hernandez (2019), carried out a study on the influence of leadership styles on performance in the telecommunication industry in Kenya.

The study focused on Brazilian startup in the telecommunication industry. The results of the study indicated that transformational leadership had a positive influence on the job performance of employees in Brazilian startups. Manzoor, Wei, Nurunnabi, Subhan, Shah and Fallatah (2019), carried out a study on the impact of transformational leadership on job performance among small and medium enterprises. Corporate social responsibility served as the

mediator on the relationship. The result of the study indicated that transformational leadership style significantly affected the job performance of employees who worked in small and medium enterprises in Pakistan.

Furthermore, Ahmad and Ejaz (2019), carried a study on the effect of Transactional and Transformational leadership on Organizational Performance: Evidence from Textile sector of Pakistan. The results of the study showed that transformational leadership style significantly affected the performance of organizations. Also, Eliyana and Ma'arif, (2019), conducted a study on the effect of job satisfaction and organizational commitment, transformational leadership and employee performance. The study employed 30 representatives as sample size to generalize the findings for the entire population in Pelabuhan Indonesia III Inc. Partial least square was the analytical software employed in the study. The study showed that transformational leadership style significantly impacted the performances of employees at Pelabuhan. Based on the above findings, the current study hypothesized that transformational leadership style would positively influence the performance of employees at the Techiman South Circuit.

Transactional Leadership Style and Employee Job Performance

Literature on the transactional leadership and performance indicates that there is a link between the two variables. For example, Young et al., (2021), carried out a meta-analysis study on the impact of transactional leadership and employee performance. Structural equation model (SEM) was the analytical tool or software used to carry out the data analysis in the study. It was revealed in the study that transactional leadership style had a relationship with followers' performances. Specifically, management-by-exemption (active) had a negative

28

relationship with the performance of followers. Management-by-exemption (passive) negatively affected the performances of followers. Contingent reward made a positive significant relationship with the performances of the followers.

Again, Purwanto et al., (2020), carried a study on the effect of transactional and transformational leader styles on performance of employees at the public health center in Pati, Java. The study used 120 participants as the sample size to represent the total health workers in the public health center in Paki, Central of Java. Structural equation model (SEM) was employed as the research tool to aid the analysis of the study. Structured questionnaire was used to collect the primary data for the analysis. The findings of the study revealed that transactional leadership style positively affected the performance of employees at the health center in Paki, Java.

Also, Wahyuni, Purwandari and Syah (2020), carried out a study on transactional leadership, motivation and employee performance in the manufacturing sector. The study employed 140 representatives as the sample size. Amos software was used to aid the analysis of the study. The findings of the study indicated that performances of employees at the manufacturing sector are influenced positively by transactional leadership style employed by management of the organization. Similarly, Tran, Phan, Ha and Hoang (2020), carried out a study to examine transactional leadership style on the supply chain quality of enterprises in the tourism and travel enterprises in Vietnam. The study used 298 representatives as the sample size. The study's findings showed that the performances of workers in the tourism and travel sector enhanced when management uses the transactional leadership style.

Moreover, Saeed and Mughal (2019), conducted a study on the role of transactional leadership style on employee's performance with culture serving as a mediator on the relationship. The study used 319 representatives as sample size. Questionnaire was used to collect the primary data for the study. Statistical Package for Social Sciences (SPSS) was employed as the analytical software to aid the analysis in the study. The results of the study indicated that transactional leadership style significantly impacted the performances of employees in the banking sector. The study further revealed that culture successfully mediated the relationship between the performances of employees at the banking sector and management transactional leadership style. Based on the above findings, the current study hypothesis that transactional leadership style would positively affect the performances of employees at the Techiman South Circuit.

Chapter Summary

Chapter two, reviewed related literature to the variables under study, thus leadership styles and employee performances. The chapter focused on the leader-member exchange theory. The framework that guided the study was developed in the chapter two.
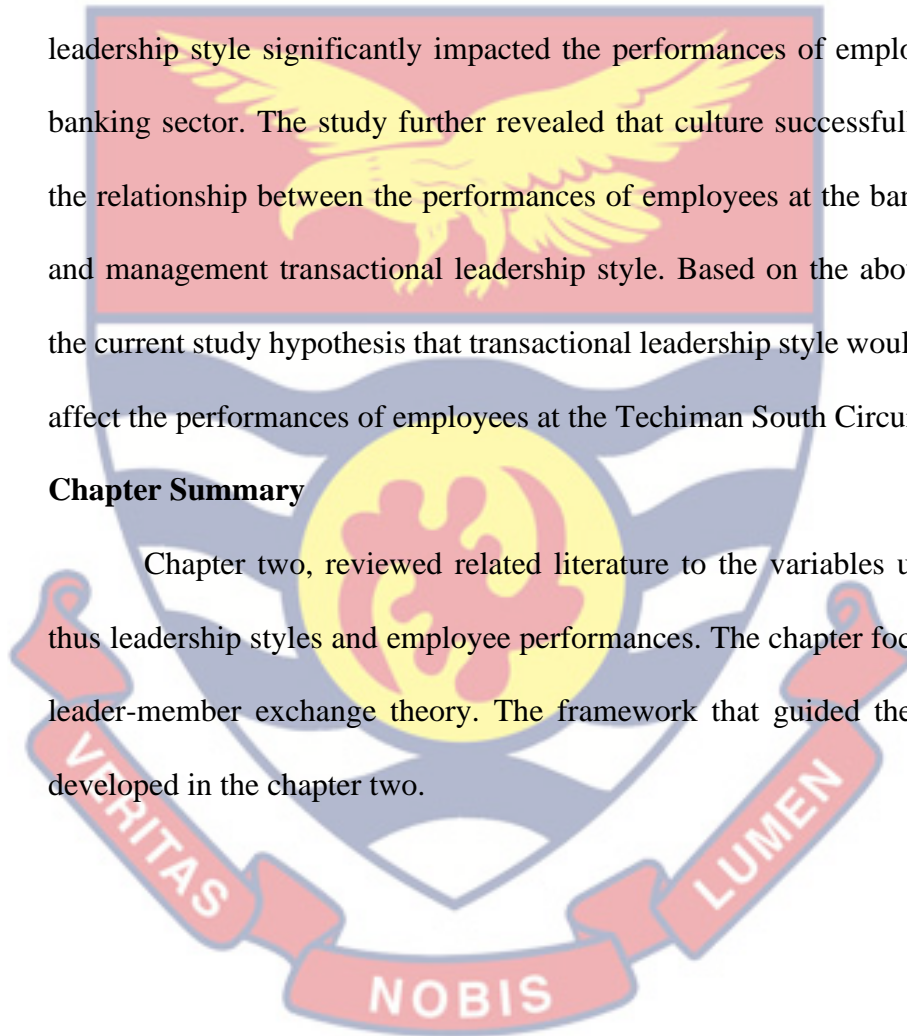
CHAPTER THREE

METHODOLOGY

Introduction

The current chapter focused on the research design, study area, sampling technique and procedure, population, data collection, instrument and analysis and ethical consideration.

Research Design

Research designs refer to process, approach used to collect data and approach to analysis the data and providing results (Durrheim, 2006). According to Creswell (2009), by research design, assumptions are reduced to research approaches used in data collection and analysis. The literature identifies three different forms of research methodology that could be employed to investigate a social phenomenon in a given context (Creswell, 2009). They are the qualitative approach, quantitative approach and the mixed method approach (Creswell & Plano-Clark, 2007). According to Creswell and Plano-Clark (2007), a research could use a single approach however, combination qualitative and quantitative to form mixed method is permitted is social sciences works.

Quantitative method or approach is about a researcher using existing theories to test a hypothesis (Salkind, 2010). This approach is more deductive and or objective in nature. Quantitative studies often collect data that can be measured statistically and in order to confirm or reject a hypothesis formulated (Myers, Well & Lorch, 2010). Concerning quantitative research, findings are generalized to an entire population. Qualitative research approach is about a researcher developing a theory concerning a particular social problem and his

31

happens when there is no existing theory to enable testing of hypothesis (De Vaus, 2001). Qualitative research is more inductive and or subjective in nature.

Qualitative research is subjective in nature because the findings cannot be generalized to a large group except the participants under study (Marczyk, DeMatteo, & Festinger, 2021). Mixed method is a combination of qualitative approach and quantitative approach to solving a social phenomenon in a given context (Sobh & Perry, 2006). Here the researcher develops theory and test theory using a hypothesis in the same study. In other instances, the researcher develops theory for an aspect of the study and uses existing theory to test hypothesis for the other aspect of the study (Maxwell, 2013). Based on the above explanations, the current study selected and employed the quantitative approach to solving social phenomenon in a given context.

Quantitative method was chosen for the current study because it shows vital trends and patterns (Amos, 2016) and helps limit errors in generalizing the findings (Blommaert, 2013). Since the researcher intends to generalize findings from a sample to a whole population, Techiman South Circuit Workers, the quantitative method was deemed fit and suitable for the study.

Study Area

A population of 59,124 people lived in the Techiman South community as at 2010. Out of this number those who were 15 years and beyond and had employment were 23,654. The report of Ghana Statistical Service indicated that majority of the populace (89.6 %) were in private sector employment with 981 working in the government sector. Specifically, 42 percent work in agricultural, forestry and fishery occupations, 18 percent are engaged in craftmanship and 17 percent engaged in services (GSS, 2014).

32

Population

The study targeted the local government staff who work in the District Assembly of Techiman South in Ghana. According to the Ghana Statistical Service (2014) report, an estimated number of 981 people were working in the local government in the Techiman South District as at 2010.

Sample size and Sampling Procedure

Sampling refers to the part of a population that is selected for an investigation into a phenomenon (Yang & Banamah, 2014). According to Acharya, Prakash, Saxena and Nigam (2013) sampling is about selecting a proportion of a given population to solve a social problem empirically the end results of which is generalized to the entire population. In selecting an aspect of the population to form the sample size, the Slovin technique for sampling was used which is:

$$n = \frac{N}{[1+N(e)^2]}$$

Where n = sample size; N = sample frame (population); and e = margin of error. A margin of error of 5% as suggested by Slovin was applied.

Sample size (s) = 981 ÷ [1 + 981 (0.05)^2]

n = 981 ÷ 3.4525

n = 284.141

Based on Slovin sampling formulae, 284 representatives were chosen to form the sampling size for the current study. This number is large enough for inferential statistics. In choosing the 284 respondents in the Techiman South Circuit, the researcher adopted the simple random sampling technique, which is

33

a probability sampling technique. The simple random technique gives respondents equal chances of being chosen for a study in a given context. Since the study sought to analysis the performance of the employees at the Techiman South Circuit, giving equal chances to the workers to assess their job performance using leadership style as the yardstick, was deemed fit and selected accordingly.

Data Collection Method/ Data Collection Instrument

Data collection method is about a researcher either observing, interviewing or using questionnaire to gather information which is called data for a study (Weigold, Weigold, & Russell, 2013). This definition showed that data collection method could be done through observation, interview and questionnaires. Each of these methods have their purposes thus, strength and weaknesses. Interviews and observations are best used for qualitative studies because it helps in developing a theory. Questionnaire on the other hand is best used for quantitative studies due to its ability to collect data to test hypothesis (Couper, 2017). Based on the purpose and objectives of the study, the questionnaire was selected as the data collection instrument for the study.

The questionnaire is known to have either close-ended questions and or open-ended questions. Close-ended questions give respondents a limited space to express their choices however, with open-ended questions, the researcher can express reasons for choices to an extent. The current study adopted the close-ended questions to enable the collection of reliable responses. The questionnaire contained three sections specifically, section A, B and C. Section "A" contained information about the respondents' demographics such as age, gender, etcetera. Section "B" contained information about the various leadership styles selected

for the study. Section "C" contained information about the performance of the employee at the Techiman South Circuit.

Scales adopted from Walumbwa et al., (2008) were used to measure authentic leadership style in the current study. Sample question is ''. Scales from Bass and Avolio (2004) were adopted to measure the transformational and transactional leadership style. Sample question is 'my leader says exactly what he or she means'. In measuring ethical leadership style, scales from Brown et al., (2005) were adopted and applied in the study. Sample question is 'my leader listens to what employees have to say'. Employee job performance scales were adopted from Bono and Judge (2003) and Podsakoff, MacKenzie, Moorman and Fetter (1990). Sample question is 'I come up with new and original ideas for handling work'.

Reliability and Validity of Data Collection Instrument

Absar, Azim Balasundaram and Akhter (2010) said that reliability is vital in social sciences studies because it shows that a scale adopted in a study could produce consistent results or outcomes over time. Where a scale is able to produce a reliable result between 0.7 to 1 is deemed suitable for the purpose it intends to measure (Pallant, 2005). The literature acknowledges that a Cronbach alpha of 0.6 equally is good enough for a scale to measure what it purports to measure (Malhotra, 2002). The reliability results for the chosen scales were shown in table 1 below.

35

Table 1: Reliability results

No	Construct	Cronbach Alpha	No of Items
1	Overall Scale	0.846	23
2	Authentic Leadership Style	0.937	4
3	Ethical Leadership Style	0.936	4
4	Transformational Leadership Style	0.930	4
5	Transactional Leadership Style	0.896	4
6	Employee Job Performance	0.832	7

Source: Field survey (2021)

The reliability table indicated that the overall scale had 0.846 Cronbach alpha. Employee performance also had a Cronbach alpha of 0.832. The various leadership styles variables had a Cronbach alpha above the 0.7 threshold suggested by Pallant (2005).

Validity is an ability of a research instrument to measure what it purports to measure in order to be valid (Go¨tz, Liehr-Gobbers, & Krafft, 2009). In order for the research questionnaire to measure what it purports to measure extant studies were reviewed to ensure that the constructs of the instrument are empirically tested and used in other studies by other scholars. Again, the supervisor for the present study reviewed the questions on the questionnaire to ensure its validity by vetting and correcting some of the questions that were ambiguous.

Data Collection Procedure

Questionnaire were used to gather the primary data for the study. The researcher asked permission from the appropriate authorities in the Techiman

South Circuit. The questionnaire was distributed to the respondents by the researcher. The participants were told the purpose for the research or study. Respondents were assured that their private information were secured. A total of 284 questionnaires were given to the respondents. The researcher was able to collect all the 150 questionnaires from the participants indicating about 60 percent feedback/ response rate. The questionnaire was administered within the space of one month to ensure that the respondents had sufficient time to accurately answer the questions on the questionnaire.

Data Processing and Analysis

Data processing and analysis relates to editing, cleaning and transforming data in order to make conclusions about a given society or population (Sarwar & Abugre, 2013). Based on this, the data collected on the field for the present study were edited, cleaned and transformed via the statistical package for social sciences (SPSS) software. Descriptive statistics such as frequency and percentages were employed for the demographic information and inferential statistics, thus linear regression via statistical package for social sciences, was used to analyse the data regarding the variables under study.

Ethical Consideration

A letter of permission was sent to the authorities explaining the purpose of the research to the participants. The participants were assured of their anonymity and confidentiality in providing responses. The respondents were asked to participate in the study willingly and not out of compulsion. Participants were told to withdraw any time they changed their mind not participate in the study.

Chapter Summary

The chapter focused on the research design, data collection procedure, data collection analysis, ethical consideration, sampling and sampling technique and population of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The chapter focused on the results of the data collected for the study. Specifically, the chapter focused on the demographic information of the respondents, ethical leadership, transactional leadership, authentic leadership and transformational leadership styles on the performances of employees in the Techiman South Municipality of Ghana.

Demographic Information

Figure 2, 3 and 4 shows the demographic information of the respondents for the study.

GENDER OF RESPONDENTS

■ Male ■ Female

42%

58%
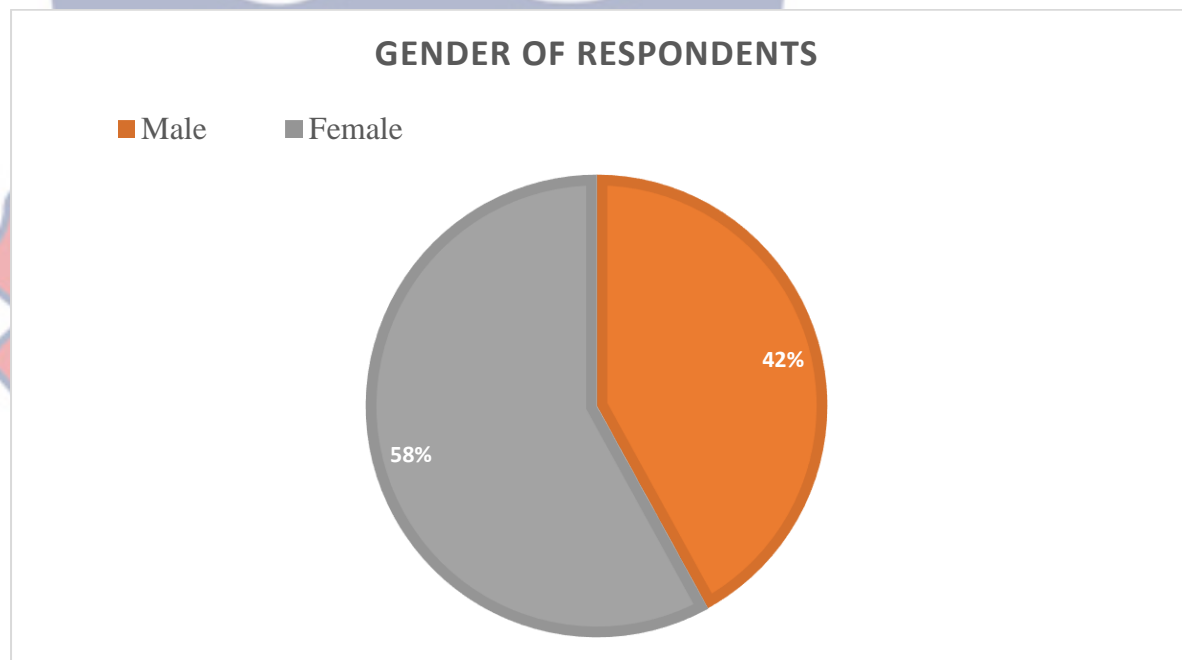
Figure 2: Gender of respondents
Source: Field survey, (2021)

The figure above, (figure 2) showed the gender of the respondents for the research. The figure indicated that female had the highest frequency of 87 (58%) and the remaining respondents being males had a frequency of 63 (42%).

This result means that there are more female workers in the Techiman South Circuit compared to the male counterparts. More females at the assembly could be a result of the gender parity initiative introduced by previous governments in in the public sector.
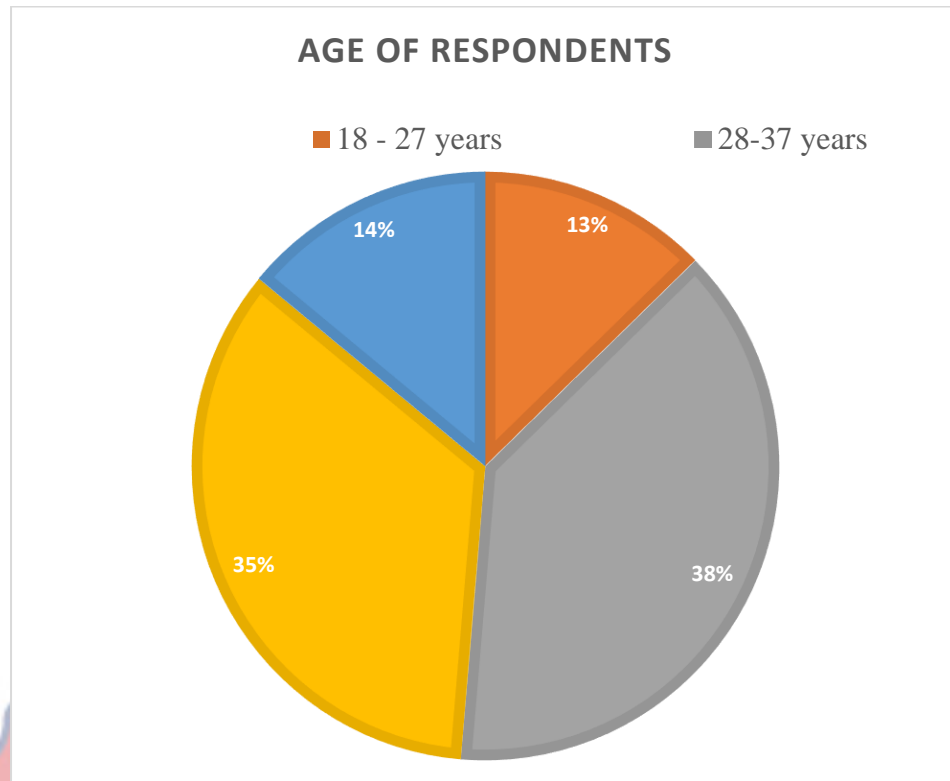
Figure 3: Age of respondents
Source: Field survey, (2021)

The age of the respondents for the research were assessed and the findings revealed that majority of the respondents were between the ages of 28-37 years, with a frequency of 58 representing 39 percent. This was followed by respondents between the ages 38-47 years who had a frequency of 52 (35%). Respondents between the ages 48 years and above had a frequency of 21 (14%) and respondents between the ages of 18-27 years had a frequency of 19 representing 13 percent. Majority of respondents being within the ages of 28

40

and 37 indicates that the respondents have mature enough to provide answers for the study.
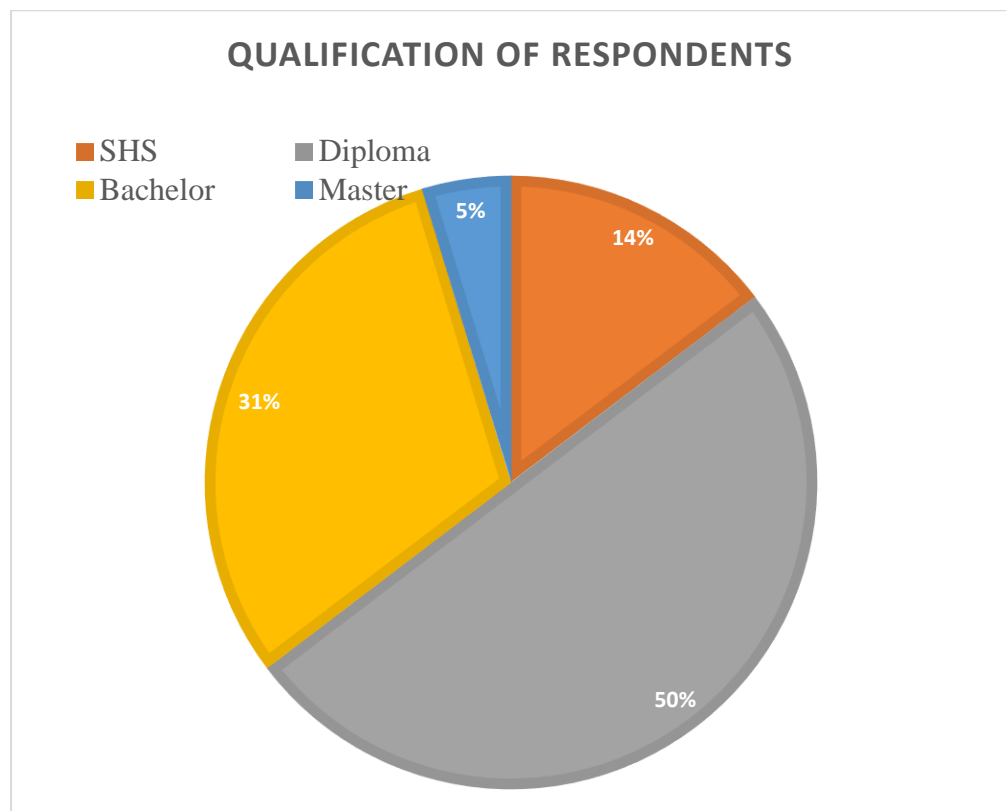
Figure 4: Qualification of respondents
Source: Field survey, (2021)

The study further reported on the educational level of the respondents shown in figure 4. The figure reveals that majority of the respondents for the study had diploma certificates having a frequency of 75 which indicates 50 percent of the sample size. The respondents that had bachelor degree as their educational qualification were the second highest, with a frequency of 46 (31%). Respondents that had senior high certificates had a frequency of 22 representing 15 percent. The remaining respondents had master's degree as their level of education, frequency 7 (5%). The respondents' educational qualification indicates that the participants for the study were literates and as such would have a better understanding of the questions asked on the questionnaire for the study.

41

Effect Of Ethical, Authentic, Transformational and Transactional Leadership Styles on the Job Performances of Employees at the Techiman South Circuit

The study examined some leadership styles (ethical, authentic, transformational and transactional leadership styles) on the job performances of employees at the Techiman South Circuit. The findings were presented on tables. Precisely, ethical leadership styles results were presented on tables 2, 3 and 4; authentic leadership styles findings were presented on tables 5, 6 and 7; transformational leadership styles findings were presented on tables 8, 9 and 10; transactional leadership styles findings were presented on tables 11, 12 and 13.

Ethical Leadership Styles and Employee Performance at the Techiman South Circuit

The study showed the effect of ethical leadership styles on the performance of staff at the Techiman South Circuit. The tables 2, 3 and 4 below revealed the findings in detailed.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.363ᵃ	.132	.109	5.02752	.132	5.887	4	146	.000

Source: Field survey, (2021)

The findings of the study shown on table 2 indicates that ethical leadership style contributes to the performance of the staff at the Techiman South Circuit with an adjusted r square of 0.109. This implied that ethical

42

leadership made a 10.9 percentage change in the performances of employees at the Techiman South Circuit. However, others factors contributed to the remaining 89.1 percentage change in the staff performances in the district. This finding indicates that staff of the assembly under study peculiarly are interested in leaders who do what they say and follow ethical codes. This result could be attributed to the recent agitations and calls made by some concern citizens in Ghana for leaders to portray ethical rules that they draft. The findings concur with the empirical studies (Khokhar & Zia-ur-Rehman, 2017; Ahn, et al., 2018; Shafique et al., 2018; Zaim et al., 2021).

Table 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	595.167	4	148.792	5.887	.000[b]
	Residual	3917.776	146	25.276		
	Total	4512.944	150			

Source: Field survey, (2021)

Table 3 further indicated that ethical leadership styles contribution to the change in performance of employees at the Techiman South Circuit was not by chance (p=0.000: p<0.05). Thus, ethical leadership style was statistically significant in contributing to staff performances at the local government agencies in Ghana.

43

Table 4: Coefficients

Model		Standardized Coefficients Beta	T	Sig.
	(Constant)		15.912	.000
	My leader listens to what employees have to say	-.385	-3.891	.000
	My leader makes fair and balanced decisions	.189	1.953	.053
1	My leader sets an example of how to do things the right way in terms of ethics	.191	2.055	.042
	My leader has the best interests of employees in mind	.078	.816	.415

Source: Field survey, (2021)

The findings of the study further revealed the individual items of the ethical leadership construct and their contribution to the change in staff performances at Techiman South Circuit. It was shown that 'My leader listens to what employees have to say' made the highest contribution to ethical leadership style impact on the staff performance in the Techiman South Assembly (B=0.385; p=0.000: p<0.05). This was followed by 'My leader sets an example of how to do things the right way in terms of ethics' (B=0.191; p=0.042: p<0.05) and 'My leader makes fair and balanced decisions' (B=0.189; p=0.053: p<0.05). However, the remaining item of ethical leadership style construct made an insignificant contribution (B=0.078; p=0.415: p>0.05). The finding is in line with empirical studies (Khokhar & Zia-ur-Rehman, 2017; Ahn, et al., 2018; Shafique et al., 2018; Zaim et al., 2021).

44

Authentic Leadership Style and the Performance of Employees at Techiman South Circuit

The study further examined the effect of authentic leadership style on the staff performances at Techiman South Circuit. The findings were presented on tables 5, 6 and 7.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.237[a]	.056	.030	3.18360	.056	2.167	4	146	.076

Source: Field survey, (2021)

The study's assessment of authentic leadership on performance of employee showed that authentic leadership contributed to the change in performance of staff at Techiman South Circuit (adjusted r^2 =0.30). Authentic leadership style made 3.0 percentage change in the performances of staff at the district assembly under study. However, other factors aloof from ethical leadership style contributes 97.0 percent to change in staff performance at the district. The findings indicate that authentic leadership has a positive relationship with staff performance at Techiman South since the results was by chance. Management cannot rely on Authentic Leadership style to make decision that will affect the performance of staff at Techiman South. Interestingly, some empirical findings do not support the findings of the current study (Wei et al., 2018; Nasab & Afshari, 2019; Mira & Odeh, 2019).

45

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.851	4	21.963	2.167	.076[b]
	Residual	1469.622	146	10.135		
	Total	1557.473	150			

Source: Field survey, (2021)

The study's finding on authentic leadership style and staff performance at the Techiman South Circuit indicated that authentic leadership style contribution to the change in performance of staff at Techiman South assembly was insignificant (p=0.076: p>0.05).

Table 7: Coefficient

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		26.272	.000
	My leader accurately describes how others view his or her capabilities	-.099	-.642	.522
	My leader says exactly what he or she means	-.035	-.217	.829
	My leader demonstrates beliefs that are consistent with his or her actions	-.247	-1.403	.163
	My leader listens carefully to different points of view before coming to conclusions	.171	1.143	.255

Source: Field survey, (2021)

The study results revealed the individual items that made up the authentic leadership style construct contribution. It was found that none of the items significantly contributed to the change in performance of staff at the

Techiman South Circuit. The finding is not in line with empirical findings (Wei et al., 2018; Nasab & Afshari, 2019; Mira & Odeh, 2019).

Transformational Leadership Style and Performance of Employees at Techiman South Circuit

The study again examined the influence of transformational leadership style on staff performances at the Techiman South District Assembly. The findings were presented on tables 8, 9 and 10.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.340[a]	.116	.093	5.07461	.116	5.062	4	146	.001

Source: Field survey, (2021)

The results on table 8, indicated that transformational leadership style made positive change in the performance of employees at the Techiman South District Assembly (r=0.093). Transformational leadership style made 9.3 percentage change in the staff performances at the Techiman South Circuit. Notably, 90.7 percent of the change in performance of employees at the district was attributed to other factors not included in this study. The finding implicitly indicates that staff at the local government sectors of Ghana are intrigued and willing to work with leaders that are intelligent, inspirational and have idealized influence. The finding concurs with empirical studies that transformational leadership contributes to the change in performance of employees (Chammas & da Costa Hernandez 2019; Bastari et al., 2020; Purwanto et al., 2020).

47

Table 9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	521.428	4	130.357	5.062	.001[b]
	Residual	3991.516	146	25.752		
	Total	4512.944	150			

Source: Field survey, (2021)

The statistical contribution of transformational leadership style on the staff performance at the Techiman South Circuit is significant ($p=0.001$: $p<0.05$). Thus, there was scientific interplay between the variable hence the results could not be attributed to chance.

Table 10: Coefficients

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		13.632	.000
	My leader talks optimistically about future	.207	2.075	.040
	My leader considers an individual as having different needs, abilities, and aspirations from others	-.138	-1.252	.213
	My leader treats others as individuals rather than just as a member of a group	.044	.473	.637
	My leader specifies the importance of a strong sense of purpose	.289	3.224	.002

Source: Field survey, (2021)

48

The study again reported on the individual items that made up the transformational leadership style construct. The finding indicates that 'My leader specifies the importance of a strong sense of purpose' made the highest contribution (B=0.289; p=0.002: p<0.05) followed by 'My leader talks optimistically about future' (B=0.207; p=0.040: p<0.05). The remaining items made an insignificant contribution to the transformational leadership style construct. The finding concurs with empirical findings (Chammas & da Costa Hernandez 2019; Bastari et al., 2020; Purwanto et al., 2020).

Transactional Leadership Style and Performance of Employees at Techiman South Circuit

The study again, examined transactional leadership style's influence on staff performance at Techiman South Circuit. The findings were presented on tables 11, 12 and 13 below.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.209[a]	.044	.017	3.20511	.044	1.653	4	146	.164

Source: Field survey, (2021)

Transactional leadership style from the above table (11) made a change the performance of staff at the Techiman South Circuit (r=0.017). Transactional leadership style made 1.7 percentage change in the performance of employees at the district assembly however the 98.3 percentage change in the performance of the employees at the district assembly was attributed to other factors aloof from the transactional leadership style construct. The finding indicates that

49

employees at the district assembly are not much interested in reactive leaders as well as leaders that do not support innovation. The finding is not in line with the empirical studies (Purwanto et al., 2020; Wahyuni et al., 2020; Tran et al., 2020), however the current finding concurs with the findings of Young et al. (2021) who found that management-by-exemption negatively affected the performance of employees.

Table12: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.932	4	16.983	1.653	.164[b]
	Residual	1489.541	146	10.273		
	Total	1557.473	150			

Source: Field survey, (2021)

The statistical contribution of transactional leadership style to the change in staff performances at Techiman South District was insignificant (p=0.164: p>0.05). Thus, the prediction of transactional leadership style on performance was a result of chance.

Table 13: Coefficients

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		13.526	.000
	As long as work meets minimal standards, my leader avoids trying to make improvements	.157	.905	.367
	My leader only reacts to problems if it is absolutely necessary	-.046	-.280	.780
	My leader only intervenes when problems have arisen	-.060	-.356	.722
	Problems have to be chronic before my leader will take action	.163	1.236	.218

Source: Field survey, (2021)

50

The study revealed also the individual items of transactional leadership style on performance of staff at the Techiman South District. Unfortunately, the items that made up the transactional leadership style all made an insignificant contribution to the change in performance of the employees. This finding concurs with the studies of Young et al. (2021) that found that transactional leadership style does not support staff performances.

Effect of Leadership Styles on Employee Job Performance at the Techiman South Circuit

The study assessed the combined effect of the selected leadership styles on the performance of workers at the Techiman South Circuit. The findings were presented on tables 14, 15 and 16.

Table 14: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.282[a]	.080	.054	3.14431	.080	3.133	4	146	.017

Source: Field survey, (2021)

The table (14), revealed the total effect of the selected leadership styles in the study on staff performances. It was revealed that leadership styles contributed to the change in performance of workers at the Techiman South Circuit (r=0.054). Thus, combining the selected leadership styles in the current study, there was 5.4 percentage change in the performances of employees at the local government department at Techiman South District. The finding is in line with these empirical studies (Nazarian et al., 2017; NawoseIng'ollan & Roussel, 2017; Chege & Gakobu, 2017; Namai & Okeyo, 2020).

Table 15: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	123.904	4	30.976	3.133	.017[b]
1	Residual	1433.569	146	9.887		
	Total	1557.473	150			

Source: Field survey, (2021)

The contribution of the leadership styles on the performance of workers at the Techiman South Circuit was statistically significant (p=0.017: p<0.05).

The individual leadership styles that made up the total leadership style construct in the study was assessed. It was found that transactional leadership style when combined with other leadership styles positively affect the staff performance of employees at the Techiman South Circuit (B=0.209; p=0.017: p<0.05). However, the remaining leadership style contribution was statistically insignificantly to the change in performance of staff at the district assembly. The finding of the study is in line with empirical studies (Nazarian et al., 2017; NawoseIng'ollan & Roussel, 2017; Chege & Gakobu, 2017; Namai & Okeyo, 2020).

52

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter focused on the summary, conclusions and recommendations of the study.

Summary

The study sought to examine the influence of leadership styles on staff performance at the Techiman South Circuit. The study employed a quantitative research approach in investigating the phenomenon. Questionnaires returned from respondents were 150. The statistical package for social sciences software was employed for the data editing and coding. A linear regression analysis via SPSS was undertaken and the results revealed that the combined effect of the selected leadership styles for the study was statistically significant on staff performances at the Techiman South Circuit.

Key Findings

Research Question 1:

The findings of the study shows that ethical leadership style contributes to the change in performance of staff at Techiman South District.

Research Question 2:

The study's assessment shows that Authentic Leadership style does not contribute to the change in performance of staff in Techiman South District.

Research Question 3:

The findings of the study indicated that transformational leadership style contributes to the change in performance of staff in Techiman South District.

Question 4

The findings of the study shows that transactional leadership style does not contribute to the change in performance of staff in Techiman South District.

Question 5

The findings revealed that leadership styles relatively contributed to the change in performance of staff in Techiman South but has a weak relationship.

Conclusion

The findings of the study revealed that ethical leadership styles had a positive relationship with staff performances at Techiman South Circuit. It was concluded, therefore, that ethical leadership style enhances the performance of staff in the local government sector of Ghana. It was further concluded that authentic leadership style insignificantly affects staff performances at Techiman South Circuit. Again, the result indicated a significant link between transformational leadership style and performances of workers at the district assembly hence, the study concluded that transformational leadership style indeed affects positively the work performance of employees in the public sector. Moreover, it was concluded that transactional leadership style does not affect workers performance at the Techiman South Circuit. Lastly, it was found that the total effect of ethical, authentic, transformational and transactional leadership was statistically significant in contributing to the change in staff performance at the Techiman South Circuit. Hence, the study concluded that leadership styles affect positively the performance of staff in the local government sector.

Recommendations

The findings of the study revealed that ethical leadership styles had a positive relationship with staff performances at Techiman South Circuit. The study therefore recommends that management of local government endeavor to train leaders in various positions to uphold ethical codes for high staff performance.

The findings of the study further revealed that authentic leadership styles had a positive relationship with staff performances at Techiman South Circuit. The study therefore recommends that management educate leaders on being authentic when dealing with subordinates.

Again, the result indicated a significant link between transformational leadership style and performances of workers at the district assembly. The therefore recommended that leaders continue to inspire and motivate employees for higher job performance.

Further, the findings of the study revealed that transactional leadership styles had a positive relationship with staff performances at Techiman South Circuit. The study therefore recommends that management boycott the use of punishment and rewards in getting things done at the workplace.

Finally, it was found that the total effect of the selected leadership styles on performance was positive and significant. Hence, the study recommends to management to combine some leadership styles to attain effective and efficient staff outcomes.

Suggestion for Future Studies

The study had some limitations that future studies could address. To begin with, the study focused on ethical, authentic, transactional and

55

transformational leadership styles. Future studies can explore the other leadership styles such as autocratic style on the performance of staff at the district assembly. Moreover, the study focused on Techiman South Circuit employees. Future studies could examine leadership styles on performance of staff at Techiman South District Assembly. Lastly, future studies can consider moderating variables such as human resource practices on the current relationship.

56

REFERENCES

Ahn, J., Lee, S., & Yun, S. (2018). Leaders' core self-evaluation, ethical leadership, and employees' job performance: The moderating role of employees' exchange ideology. *Journal of Business Ethics*, *148*(2), 457-470.

Ali, H., Ismael, A., Mohamed, S. & Davoud, N. (2011). The impact of responsibility and leadership styles on leading change capability of Malaysian managers. *Australian Journal of Business and Management Research*, *1* (2), 70-98.

Armstrong, M. (2012). Armstrong's *handbook of human resource management practice*. United Kingdom: Ashford Colour Press.

Beyer, B. (2012). Blending Constructs and Concepts: Development of Emerging Theories of Organizational Leadership and Their Relationship to Leadership Practices for Social Justice. *International Journal of Educational Leadership Preparation,* 7(3)*,* n3.

Billington, M., & Ellersgaard, B. (2017). Unleashing disruptive leadership-teaching carpe diem!. *Business Education Innovation Journal*, *9*(1).

Botha (2000). *Laws of leadership*. South Africa: Lincoln press

Boukis, A., & Kabadayi, S. (2020). A classification of resources for employee-based value creation and a future research agenda. *European Management Journal*, *38*(6), 863-873.

Burke, C. S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E. & Halpin, S. M. (2006). What types of leadership behaviors are functional in teams? A meta-analysis. *The Leadership Quarterly*, *17*(3): 288-307.

Bushra, F., Ahmad, U. & Asvir, N. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social Science*, *2* (8), 261-267.

Chaudhry, A. Q., & Javed, H. (2012). Impact of transactional and laissez faire leadership style on motivation University of the Punjab. *International Journal of Business and Social Science*, *3*(7), 258–264.

Cheng, C. (2002). *On change Management*. Liberia: Liberia Press. *Retrieved April, 27,* 2013.

Cherry, K. (2012). Leadership theories-8 major leadership theories. *Retrieved March*, *23*, 2014.

Daft, R. L. (2014). *The leadership experience*. Cengage Learning.

Davidson, P., Kirchoff, B. Hatemi, J.A. & Gustavsson, H. (2002). Empirical analysis of business growth factors using Swedish data. *Journal of Small Business Management*, *40*(4): 332-349.

Dawson, L. L. (2002). Crises of charismatic legitimacy and violent behavior in new religious movements. *Cults, Religion, and Violence*, 80-101.

Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of management review*, *11*(3), 618-634.

Donna, C. (2011). *Overcoming the drawbacks of the democratic leadership style*.

58

Fu-Jin, W., Shieh, C. & Tang, M. (2010) Effect of leadership style on organisational performance as viewed from human resource management strategy. *African Journal of Business Management*, 4(18), 3924-3936.

Gordon, J. R. (2013). Autocratic leadership style. *Online: http://www. action-wheel. com/authocraticleadership style. html). Retrieved June*, *4*, 2013.

Iheriohanma, E.B.J., Wokoma, C.U., & Nwokorie, C.N. (2014). Leadership question and the challenges of community development in Nigeria, *European Scientific Journal*, *10*(35): 204 – 216.

Jabeen, R., & Rahim, N. (2021). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance. *Management Science Letters*, *11*(1), 223-232.

Jaskaran, S.D. & Sri-Guru, G.S. (2014). Challenges of organizational behaviour: leadership and its impact on performance of employees: A case study of a public sector bank in Mohali. *Journal of Business Management & Social Sciences Research*, *3* (11), 33-50.

Jaskaran, S.D. and Sri-Guru, G.S. (2014). Challenges of organizational behaviour: Leadership and its impact on performance of employees: A case study of a public sector bank in Mohali. *Journal of Business Management & Social Sciences Research*, *3* (11), 33-50.

Johari, M. (2008). *The influence of leadership style on internal marketing retaining*. (Unpublished Ph.D Thesis. University of Stirling).

Judge, T. A. & Piccolo, R. F. (2004). Transformational & transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5): 755-768.

59

Judge, T. A., Bono, J.E., Ilies, R. & Gerhardt, M.W. (2002). Personality & leadership: A qualitative & quantitative review. *Journal of Applied Psychology*, 87(4): 765-780.

Keller, R. T. (2006). Transformational leadership, initiating structure & substitutes for leadership: A longitudinal study of research & development project team performance. *Journal of Applied Psychology*, *20*(3): 202-210.

Kirby, J. (2005). Toward a theory of high performance. *Harvard Business Review*, *83*, 30-39.

Lee, H. & Chuang, T. (2011). The impact of leadership on job stress and turnover intention: Taiwan Insurance Industry as an Example. *Journal of Applied Psychology*, *91*(1): 202-210

Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, *13*(1), 148-187.

MacBeath, J. (2005). Leadership as distributed: a matter of practice. *School Leadership and Management*, 25 (4): 349-366.

Madrid, G.A., Auken H. & P.D.L.D. García, (2007). An analysis of factors impacting performance of Spanish manufacturing firms. *Journal of Small Business and Entrepreneurship*, *20*(4): 369-379.

Markman, G. & Gartner, W. (2002). Is extraordinary growth profitable? A study of inc. 500 high-growth companies. *Entrepreneurship Theory and Practice*, *27*(1): 65-75.

Markman, G. &W. Gartner, 2002. Is extraordinary growth profitable? A study of inc. 500 high-growth companies. *Entrepreneurship Theory and Practice*, *27*(1): 65-75.

Makadok, R., Burton, R., & Barney, J. (2018). A practical guide for making theory contributions in strategic management. *Strategic Management Journal*, *39*(6), 1530-1545.

Matzler, K., Schwarz, E. Deutinger, N. & Harms, R. (2008). Relationship between transformational leadership, product innovation and performance in SMEs. *Journal of Small Business and Entrepreneurship*, *21*(2): 139-152.

Maxwell, J. C. (2013). *How successful people lead: Taking your influence to the next level*. Hachette UK.

Mehmood, Z. U., & Arif, M.I (2011). Leadership and HRM: Evaluating new leadership styles for effective human resource management. *International Journal of Business and Social Science*, *2*(15),236-238

Meyers, M. C., Kooij, D., Kroon, B., de Reuver, R., & van Woerkom, M.(2020). Organizational support for strengths use, work engagement, and contextual performance: The moderating role of age. *Applied Research in Quality of Life*, *15*(2), 485-502.

Mohammad Mosadegh Rad, A. & Hossein Yarmohammadian, M. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, *19* (2): 11-28.

Molero, F., Cuadrado, I., Navas, M. & Morales, J. F. (2007). Relations and effects of transformational leadership: A comparative analysis with traditional leadership styles," *The Spanish Journal of Psychology*, *10*, 358- 368.

Muhammad, F.J. & Usman, M.M. (2012). Leadership Styles Enhances the Employee Organizational Commitment: A Case Study of Educational Institutions in Lahore. *International Journal and Conference Management, Statistics and Social Science*, 1-26.

Mwita, J. I. (2000). Performance Management Model: A System-based Approach to System Quality. *The International Journal of Public Sector Management*, *13*(1), 19-37.

Nazarian, A., Soares, A., & Lottermoser, B. (2017). Inherited organizational performance? The perceptions of generation Y on the influence of leadership styles. *Leadership & Organization Development Journal*.

Ngodo O.E. (2008). Procedural justice and trust: The link in the transformational leadership-organisational outcomes relationship. *Int. J. Lead. Stud.*, *4*(1), 82-100.

Nwokocha, I. & Iheriohanma E.B.J. (2015) 'Nexus between Leadership styles, employee retention and performance in organizations. *European Scientific Journal*, *11*(13),186-209.

Obiwuru, T.C., Okwu, A.T., Akpa, V.O. & Nwankwere, I.A. (2011). Effects of leadership style on organizational performance: A survey of Selected Small-Scale enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, *1*(7), 100-111.

Obiwuru, T.C., Okwu, A.T., Akpa, V.O. and Nwankwere, I.A. (2011). Effects of leadership style on organizational performance: a survey of selected small-scale enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, *1* (7), 100-111.

Ohemeng, F. L., Amoako-Asiedu, E., & Darko, T. O. (2018). The relationship between leadership style and employee performance: An exploratory study of the Ghanaian public service. *International Journal of Public Leadership*.

Ojokuku, R. M, Odetayo T. A. & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A case study of Nigerian banks, *American Journal of Business and Management*, *1*(4), 202-207.

Ojokuku, R. M, Odetayo T. A. & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A Case Study of Nigerian Banks, *American Journal of Business and Management*, *1*(4), 202-207.

Oluyinka, O. (2010). Effort-Reward Imbalance and Attitude towards Unethical Work Behaviour among Police Personnel: Emotional Intelligence as a Moderator. *International Journal of Psychology in Africa*, *18* (1), 168-189.

Pascal, P., Pierre-Sebastine, F. & Lamotagne, S. (2011). Relationship between commitment to the organization, the Superior and the intention to leave among trucker. *International Journal of Organizational Analysis*, *19*(2), 92-108.

Prasetya, A., & Kato, M. (2011, July). *The effect of financial and non-financial compensation to the employee performance. In The 2nd International Research Symposium in Service Management*. Yogyakarta: Indonesia.

Puni, A., Ofei. S.B. & Okoe, A. (2014). The effect of leadership styles on firm performance in Ghana. *International Journal of Marketing Studies*, 6(1): 177-185.

Quinn-Mills, D. (2005). *Leadership: How to Lead, How to Live*. Mind Edge Press

Robbins S. P. (2001). *Organizational Behaviou*r, (9th ed), Prentice Hall Inc., Upper Saddle River: New Jersey.

Roberts J.M. & Nick C. (2004), General sociology. *Sociological Review*, *52*, 1-27.

Rochelle, J.B. (2012). The Effect of leadership style on employee satisfaction and performance of bank employees in Bangkok. *Journal of Business and Psychology*, 111-116.

Suleman, S., Adil, S. and Muhammad, A.K. (2011). Impact of Leadership Style on Organization Commitments: In a Mediating Role of Employee Values. *Journal of Economics and Behaviour Studies*, *3* (2), 145-152.

Sundi, K. (2013): Effect of transformational leadership and transactional leadership on employee performance of Konawe education department at Southeast Sulawesi Province. *Journal of Economics and Behaviour Studies*, *5* (1), 45-62

Tamatey, S., & Malcalm, E. (2017). Examining Leadership Style on Employee Performance in The Public Sector of Ghana. *International Journal of Scientific and Research Publications*, *7*(11), 343-358.

64

Tummers, L. G., & Knies, E. (2013). Leadership and meaningful work in the public sector. *Public Administration Review*, *73*(6), 859-868.

Tuffour, J. K., Gali, A. M., & Tuffour, M. K. (2019). Managerial leadership style and employee commitment: Evidence from the financial sector. *Global Business Review*, 0972150919874170.

Ushie E.M., Agba, A.M., Ogaboh, A.M., Agba, M.S. & Chime, J. (2010). Leadership style and employees' intrinsic job satisfaction in the Cross-River Newspaper Corporation, Calabar, Nigeria. *International Journal of Development and Management Review, 5* (1), 61-73.

Van Wart, M. (2013). Lessons from leadership theory and the contemporary challenges of leaders. *Public Administration Review*, *73*(4), 553-565.

Vigoda-Gadot, E. (2007). Leadership style, organisational politics, and employees' performance: An empirical examination of two competing models. *Personnel Review*, *36* (5): 661-683.

Wuryani, E., Rodlib, A., Sutarsib, S., Dewib, N., & Arifb, D. (2021). Analysis of decision support system on situational leadership styles on work motivation and employee performance. *Management Science Letters*, *11*(2), 365-372.

Yukl, G. (2002). *Leadership in Organizations*. (5th ed). Englewood Cliffs, NJ: Prentice-Hall.

Zervas, C. & David, L. (2013). Leadership Style: Is there "one Best", or is Flexibility worth developing? *International Journal of Development and Management Review*, *5* (1), 61-73

Zhu, W., Chew, I. K. H. & Spangler, W. D. (2005). CEO transformational leadership & organizational outcomes: The mediating role of human-capital-enhancing human resource management. *The Leadership Quarterly*,*16*(1), 39-52.

66