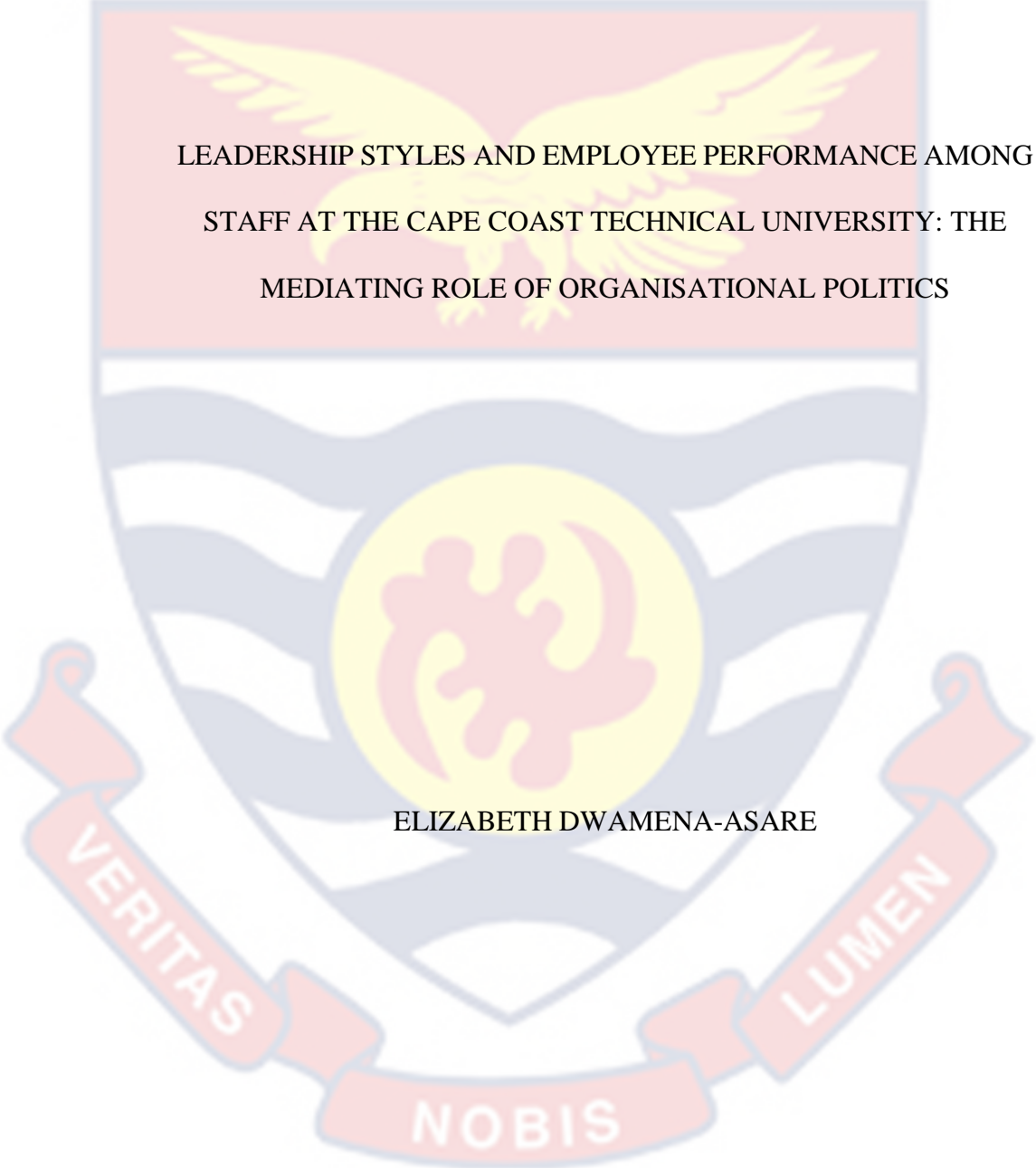UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE AMONG

STAFF AT THE CAPE COAST TECHNICAL UNIVERSITY: THE

MEDIATING ROLE OF ORGANISATIONAL POLITICS

ELIZABETH DWAMENA-ASARE

2023

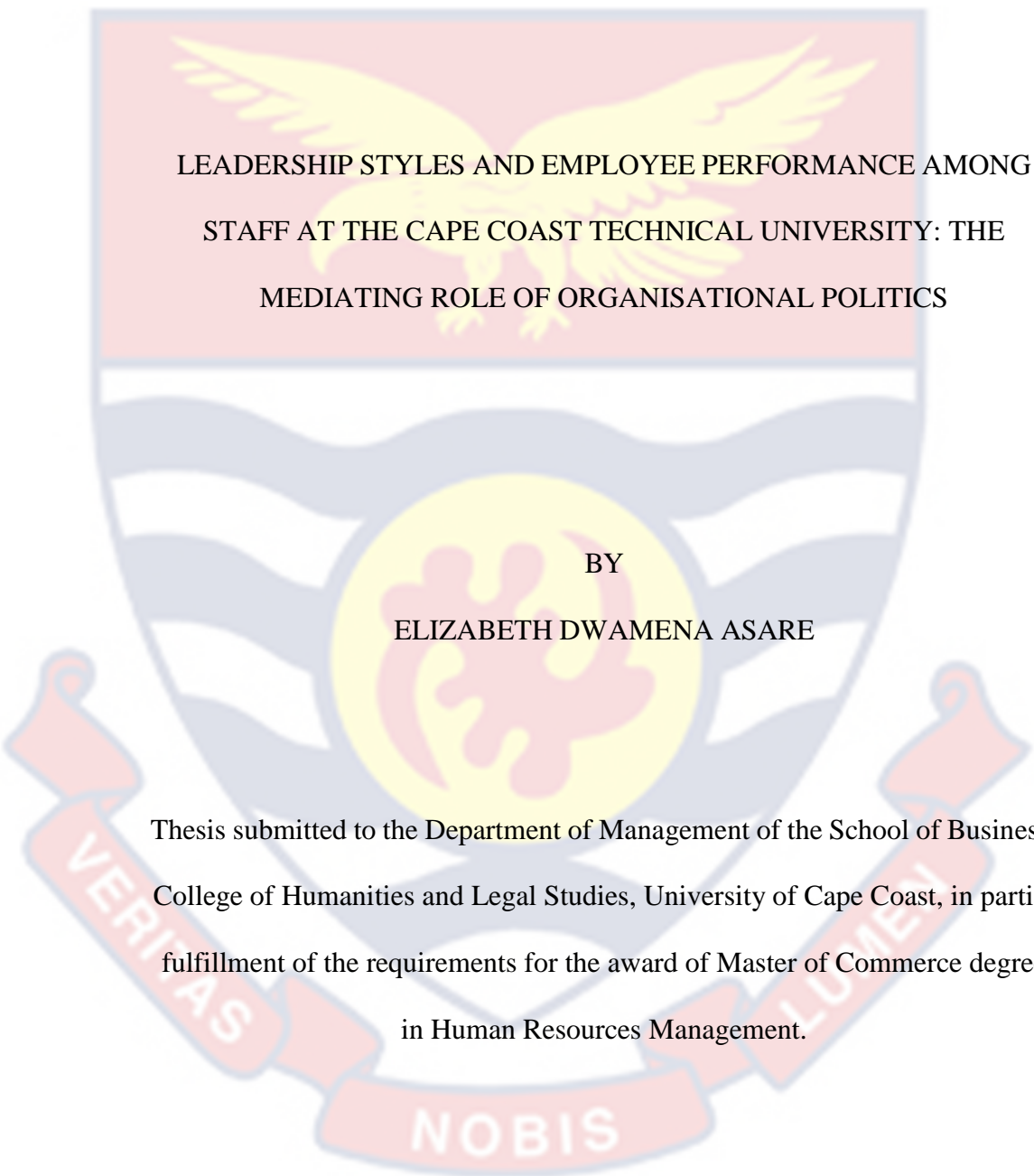UNIVERSITY OF CAPE COAST

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MEDIATING ROLE OF ORGANISATIONAL POLITICS

BY

ELIZABETH DWAMENA ASARE

Thesis submitted to the Department of Management of the School of Business,

College of Humanities and Legal Studies, University of Cape Coast, in partial

fulfillment of the requirements for the award of Master of Commerce degree

in Human Resources Management.

SEPTEMBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this thesis 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.

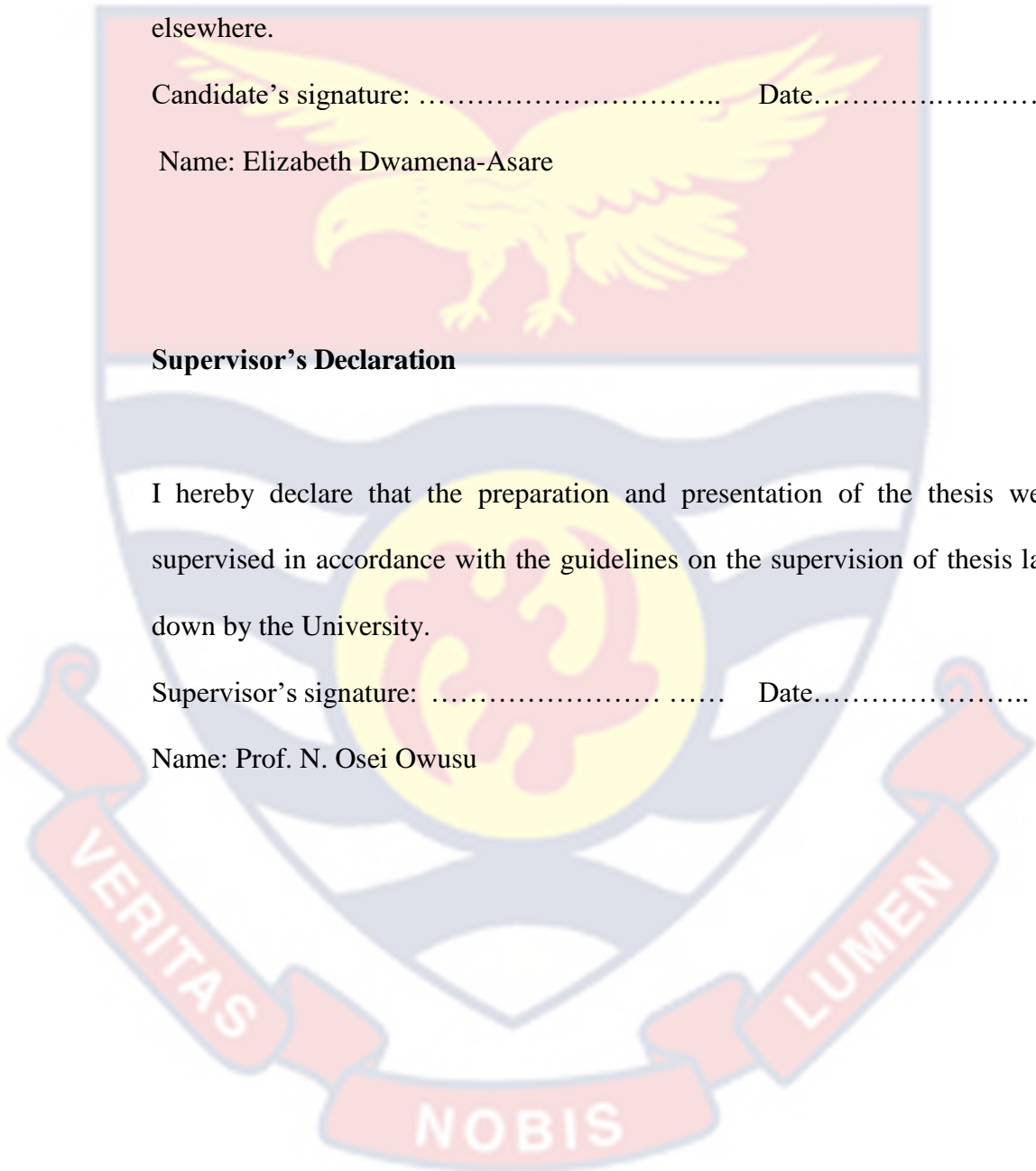Candidate's signature: ………………………..   Date………….…………

 Name: Elizabeth Dwamena-Asare

Supervisor's Declaration

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

supervised in accordance with the guidelines on the supervision of thesis laid

down by the University.

Supervisor's signature: …………………… ……   Date…………………..

Name: Prof. N. Osei Owusu

ABSTRACT

This study was conducted to investigate leadership styles, employee performance at Cape Coast Technical University, and the mediating role of organizational politics. This study used a causal research design, supported by a quantitative research approach. A total of 256 staff members were sampled from their population using a simple random sampling procedure, of which 215 (83.98%) were the response rate. A structured questionnaire was used for primary data collection. The SMART PLS 3 statistical tool was used to analyze specific research hypotheses. The study found that leadership style was positively related to employee performance. Organizational politics also positively and significantly relates to employee performance. Therefore, it was concluded that the mediating effect of organizational politics in the context of this study was complementary or partial. The study recommends that leaders in tertiary institutions in general and those working at Cape Coast Technical University adopt transactional and transformational leadership styles to lead the workforce in their respective organizations. It is also recommended that organizing leadership programs for corporate leaders in tertiary institutions is a step in the right direction. Such leadership training programs have the capacity to improve leadership skills to foster efficiency in technical university operations.

KEYWORDS

Employee performance

Leadership styles

Organisational politics

Transactional leadership style

Transformational leadership style

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DEDICATION

To all researchers.

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CHAPTER ONE

INTRODUCTION

Leadership styles have been known to have significant influence on the performance and growth of individuals and invariably organisational performances. These styles have evolved as major tasks for managing personnel in any organisation. In the ever-evolving landscape of modern organisations, the relationship between leadership style, employee performance, and the intricate web of organisational politics has become a subject of profound significance. This study embarks on a journey into this multifaceted realm, aiming to shed light on the dynamic interplay of these elements within the context of Cape Coast Technical University. Leadership, often regarded as the compass guiding an organisation toward its goals, is an intricate construct. Its style, characterized by a myriad of approaches and philosophies, can significantly influence the performance of those under its purview. This impact extends both directly, through the leadership's actions and decisions, and indirectly, by shaping the organisational climate and culture in which employees operate. As Cape Coast Technical University seeks to foster an environment of growth and innovation, understanding the nuances of leadership style and its implications on employee performance becomes paramount. It is therefore crucial to investigate leadership style and employee performance, considering the mediating role of organisational politics at the Cape Coast Technical University.

Background to the Study

Leadership is considered a factor that has a major influence on the performance of organisations, managers and employees (Gandolfi & Stone,

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2018). Leadership has developed as a crucial function for managing employees and companies in contemporary times (Iqwal et al., 2015). In an organisational environment, it is considered as a capacity to influence beliefs, attitudes and skills of workers to reach organisational goals (Kinsambwe, 2016). It consequently plays crucial responsibilities for organisations since it helps enhance both employees' and organisational performances. No organisation may operate sans human resource although the human resource cannot also perform efficiently without a leader (Kinsambwe, 2016). Thus, the success and failure of human resource and any organisation in general is mostly based on the efficacy of leadership. A successful leader offers adequate guidance, takes critical steps and also create personal ties in order to properly deploy human resources in their enterprises toward the achievement of projected goals (Mohiuddin, 2017).

Leadership is one with the most dynamic impacts on individual and organisational interaction (Choudhary et al., 2013). The capacity of management to implement "collaborated effort" rests on their leadership capacities (Obiwuru et al., 2011). Peters and Haslam (2018), indicate that a good leader does not just inspire subordinate's potential to boost efficiency but also satisfies their expectations in the process of reaching organisational goals, and this is explained by the trait theory. The trait theory states that every leader has some inborn features that enable them to lead (Germain, 2012; Malik et al., 2016). These attributes have been identified to include reliability, assertiveness, tenacity, cooperativeness, self-confidence, flexibility, among others (Zaccaro et al., 2018).

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The transformational leadership theory focuses on the impact of leaders who inspire and motivate their followers to achieve their full potential. Researchers may investigate how different leadership styles (e.g., transformational, transactional, laissez-faire) affect employee performance, considering the role of organisational politics in influencing leadership behaviors. According to Alayoubi et al. (2020), strong leadership is achieved by interactions between a leader's qualities and the scenario itself. As a result, the idea contends that, leaders could display varied leadership styles or attributes depending on the scenario they encounter themselves. Thus, there is no one optimal quality for every case as explicated by many academic academics (Obiwuru et al., 2011). Leadership style is considered as a combination of behavioural patterns or features that is regularly demonstrated by a superior (Shirzad-Kebria & Shabani-Zanganeh, 2011).

Leadership style has been suggested to greatly influence subordinates' morale and invariably their performance levels (Clark, Hartline & Jones, 2009; Alkahtani, 2015). As a result, researchers have identified leadership styles which include democratic, autocratic, transformative, transactional, charismatic and laissez-faire accordingly (Clark et al., 2009; Kara et al., 2013; Alkahtani, 2015). In recent times, these leadership styles have been conceptualised under two primary approaches to separate "ordinary" from "extraordinary" leadership: transactional and transformative leadership. Transactional leadership is based on traditional trade relationship in which followers' compliance (effort, productivity, and loyalty) is exchanged for projected or expected rewards (Onuegbu & Okeke, 2018). This model largely focuses on dependent compensation between leaders and their followers.

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On the contrary, transformational (exceptional) leaders boost followers' consciousness levels regarding the relevance and value of targeted outcomes and strategies of obtaining them (Roibu et al., 2019). These sorts of leaders urge people to transcend their own immediate self-interest for the purpose of the purpose and vision of the company. Notable styles or qualities shown include democracy, charismatic, inspiring motivation, intellectual simulation and individual consideration (Steinmann et al., 2018). Such complete engagement (emotional, intellectual and moral) urges followers to grow and perform above expectations (Yavuz, 2020). Yavuz (2020) remarks that transformational leadership entails the process of persuading substantial adjustments in corporate attitudes in order to realize the organisation's aims and tactics.

Additionally, Saad Alessa (2021), noticed that transactional leaders operate their organisational cultures using current norms and processes, whereas transformational leaders alter their cultures based on a new vision and a modification of common beliefs, values and norms. Saad Alessa (2021) and Alkahtani (2015) further suggested that leadership types are demonstrated in contexts such academic institutes where interpersonal contacts are mandatory. In tertiary institutions staff performance have largely been based on numerous things including the leadership styles displayed by leadership (Puni et al., 2014; Fiaz, Su & Saqib, 2017). This is because, leadership style of leaders in tertiary institutions has been shown to directly impact attitudes and actions which eventually impair their performances (Puni et al., 2014).

In regard of the rising diversity in the workforce, the varying perceptions and preferences of employees and the necessity for survival among competition and economic uncertainties, there are valid grounds for leadership styles that may devote proper managerial attention (Northouse, 2015). Human resources are incredibly vital but expensive as their performances directly alter organisational performances. As such, inadequate management stemming from weak leadership styles might lead to poor employee performances so a proper style of leadership and employee performance have been two main characteristics that are crucial to organisational performance (Lu et al., 2014; Ojokuku et al., 2012).

Within research, organisational politics has been highlighted as a contextual component that is directly associated to both performance outcomes (Naderi et al., 2019) and leadership (Kheng, et. al, 2013; Gendi, 2017). As proposed by Kim and Yoon (2015), the sense of belongingness and association that portrays workers self- serving behaviors that employees use to increase the probability of obtaining positive outcomes in organisations can be through organisational politics. Influence by individuals may serve personal interests without regard to their effect on the organisation itself, of which may include personal advantages such as access to tangible assets. Although treated as separate constructs, several studies have also related organisational politics to the theory of fairness, equity, and justice in the workplace (Steinmann et al., 2018). Other studies describe organisational politics

as a power game and influence tactics designed to achieve the best outcomes for the user (Streilkowski & Chigisheva, 2018).

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Following from the Social Exchange Theory (SET), which is founded on the principle of reciprocity, the study posits that it is the leaders' responsibility to create an organisational atmosphere that is reciprocal, fair, and fulfills the expectations and needs of the individuals and the managerial cadre, as well as the organisation as a whole. A balanced relationship between leaders and members is essential, and the fair treatment of the individual must be advanced as an organisational strategy. Enhancing fair social exchange relations may reduce the level of organisational politics and positively influence performance.

Scholars have, however, stressed the necessity for further empirical studies on leadership styles and employee performance in educational settings, especially within the sub-Saharan African nations like Ghana (Puni et al., 2014; Burns & Köster, 2016; Burns & Cerna, 2016; Kinsambwe, 2016). The Cape Coast Technical University as a tertiary institution (just like all the other polytechnics which were upgraded), it was mandated to run programmes in various disciplines leading to the award of Higher National Diploma (HND) which is awarded by the National Board for Professional and Technician examinations (NABTEX). Due to the importance of organisational politics on the leader's style and the effect of leadership style on the employee performance, this study was conducted to investigate the influence of leadership style and organisational performance: the mediating role of organisational politics at the Cape Coast Technical University (CCTU).

Statement of the Problem

Staff performance in educational context include achieving established curriculum, meeting deadlines, demonstrating excellent teaching abilities and

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effectiveness and efficiency in performing other academic obligations (Moral et al., 2017). As such, educational institutions demand strong leadership styles in bid to stimulate employee's performance. However, educational institutions around the globe, notably in developing countries, confront severe difficulties such as continuing deterioration in students' achievements, weak innovativeness, bad students' attitudes, low productivity and employee failure to reach performance objectives (Day et al., 2016). These challenges develop essentially owing to lack of strategic interventions of certain leaders (staff) and their method. With leadership which prefer not to tackle particular circumstances that are left to continually impact employee performances.

Additionally, tertiary institutions in impoverished nations including Ghana have been identified among the most stressful workplaces (Puni et al., 2014). This is because the increasing expectations from government and the general public on these employees to assure increased students' achievements, consistent generation of informed and inventive workforce along with accomplishing their own personal aims. These pressures are further increased when staff become the sources of the stress instead of controllers. There is hence the requirement for the leadership styles to help personnel rather than being a source for staff worries which subsequently influence their results, performances and outcomes (Hitt & Tucker, 2016; Githuka, 2017).

Effective leadership is a critical driver of organisational success and employee performance, particularly within higher education institutions like Cape Coast Technical University (CCTU). Within this dynamic and complex environment, the influence of leadership styles on employee performance is well- documented. However, the interplay between leadership styles and

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organisational politics remains relatively underexplored in the context of CCTU. Organisational politics, characterized by power dynamics, influence tactics, and resource allocation, is a pervasive element within academic institutions and can significantly shape leadership behaviors and ultimately influence employee performance.

CCTU, like many educational institutions, faces unique challenges in its pursuit of academic excellence, research contributions, and administrative efficiency. The university's staff members, comprising academic and non-academic personnel, play pivotal roles in achieving these objectives. It is essential to comprehend the nuanced relationship between leadership styles adopted by CCTU's leadership and the impact of organisational politics on employee performance. While leadership styles are known to impact employee motivation, job satisfaction, and commitment, the extent to which organisational politics mediates or moderates these relationships is not well understood.

Similarly, in Ghana, tertiary institutions are required to demonstrate the right behaviours toward personnel and this can only be done by acceptable leadership styles (Yahaya, Osman, Mohammed, Gibrilla & Issah, 2014). Yet, it has been observed that leadership styles in tertiary schools, for instance, are task focused and routine with minimal flexibility therefore decisions are forced on the

employees. In this sense, personnel also pretend to perform well owing to the standards and measures assigned to them which eventually impact outcomes and performances.

Furthermore, the diverse nature of staff roles and responsibilities at CCTU, coupled with the complexities of academia, implies that different leadership styles may have varying effects on different employee groups. Thus, it is crucial to investigate whether certain leadership styles are more effective in mitigating the adverse effects of organisational politics and fostering a positive work environment that enhances employee performance across different staff categories.

Despite the availability of significant literatures on leadership styles and staff performance (Anyango, 2017; Iqbal et al., 2015; Githuka, 2017; Lumbasi et al., 2016; Mohiuddin, 2017), few of them are connected to educational settings in Ghana (Yahaya et al., 2014; Puni et al., 2014). Also, little or no research has been carried out in the context of affliations to organisational politics within the tertiary institution to examine the impact on the relationship between leadership styles and staff performance. Additionally, none of the literatures linked to Ghana adopted a theory to base their study also none of them focused on transformative and transactional leadership techniques and staff performance. In view of this, the study highlighted gaps in current literature which it attempted to fill. It is for this reason that this research was done to investigate the influence of leadership styles and employee performance on organisational politics at the Cape Coast Technical University.

Purpose of the Study

The purpose of the study was to investigate the influence of leadership styles on employee performance at the Cape Coast Technical University: the mediating role of organisational politics.

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Research Objectives

In order to achieve the overall purpose of the study, the following specific research objectives were pursued.

1. To investigate the effect of leadership style on employee performance at the Cape Coast Technical University.

2. To examine the effect of organisational politics on employee performance at the Cape Coast Technical University.

3. To determine the mediating role of organisational politics on the relationship between leadership style and employee performance at the Cape Coast Technical University.

Research Hypotheses

Based on objective one, the following hypotheses were tested;

H1a: Transformational leadership has a positive effect on employee

performance H1b: Transactional leadership has a positive effect on employee

performance **Based on objective two, the following hypothesis was tested;**

H2: Organisational politics has a positive effect on employee performance

Based on objective three, the following hypotheses were tested;

H3a: Organisational politics mediates the nexus of transformational leadership

and employee performance

H3b: Organisational politics mediates the nexus of transactional and

employee performance

Significance of the Study

The findings of the study will be of considerable value to many different individuals. Firstly, it is envisaged that the findings of this study would provide information on how the management of Cape Coast Technical

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University (CCTU) may rely on making informed scientific judgments on how to employ the actual leadership styles contemplated in the model to improve employee performance. As such, the findings will provide sufficient evidence of how managers may approve their investments in transformational leadership style and good organisational political environment to boost the employee performance and overall organisational growth. All non-essential signs can be discovered and processed effectively by the institution management.

Also, the outcomes of this study will be valuable to HR staff as it will provide information on organisational politics and how these climates within the organisation can be employed to achieve the appropriate organisational environment to stimulate performance. Students and researchers may also touch on the rich information that this study will give at the end of the study. The study will provide will also serve as a source of literature on the relationship between leadership styles, organisational politics and employee performance. It will also

provide research possibilities that may be used by students and scholars alike to better enhance understanding on the interdependence between leadership styles, organisational politics and employee performance.

Delimitations of the Study

The study sought to examine the influence of leadership styles and organisational politics on employee performance at the Cape Coast Technical University. The study used a descriptive research design supported by a quantitative research approach. The use of descriptive design for his study is informed by the fact that statistical information can be obtained, and analysis

of that data can be made to deduce desired results. Also, descriptive research design provides an in- depth view of any topic we might want to study, and the level of detail that we can find in descriptive research is extremely valuable.

The structured questionnaire was used to collect key data for further analysis of the descriptive analysis using Statistical Package for Social Sciences (SPSS version 26.0). Descriptive statistics (such as mean, standard deviation, frequency and percentage) were used to analyse the biographic data of the respondents of the study. More so, the Structural Equation Model (SEM) was adopted to analyse the specific research objectives of the study.

Definition of Terms

Leadership Style: This term refers to the manner or approach in which individuals in leadership positions lead and manage their teams or organisations. Leadership styles can vary widely and may include autocratic, democratic, transformational, transactional, laissez-faire, and other styles that reflect how leaders communicate, make decisions, motivate, and interact with their employees.

Employee Performance: Employee performance encompasses the level of productivity, efficiency, and effectiveness of staff members in carrying out their job responsibilities within an organisation. It is often evaluated based on various criteria, including job-specific tasks, goals, targets, and behavioral aspects such as teamwork and communication skills.

Organisational Politics: Organisational politics refers to the activities, behaviors, and dynamics within an organisation that involve the use of power, influence, and manipulation to achieve personal or group goals. This includes actions such as lobbying, networking, power struggles, favoritism, and the

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allocation of resources in ways that may not always align with the formal structure and goals of the organisation.

Organisation of the Study

The study is divided into five chapters. The first chapter contains an introduction that includes a background, problem statement, objectives, research hypotheses, significance, limitations, delimitations and organisation of the study. The second chapter provides a review of the literature related to this study with an emphasis on theoretical framework and dynamic analysis of the study while the third chapter describes the research method that includes population, study composition, sample and sample processes, data sources, data collection and data presentation processes and analysis.

The fourth chapter analyzes and discusses the results of the data while the final chapter, summarizes, concludes, provides recommendations and suggestions for further studies.
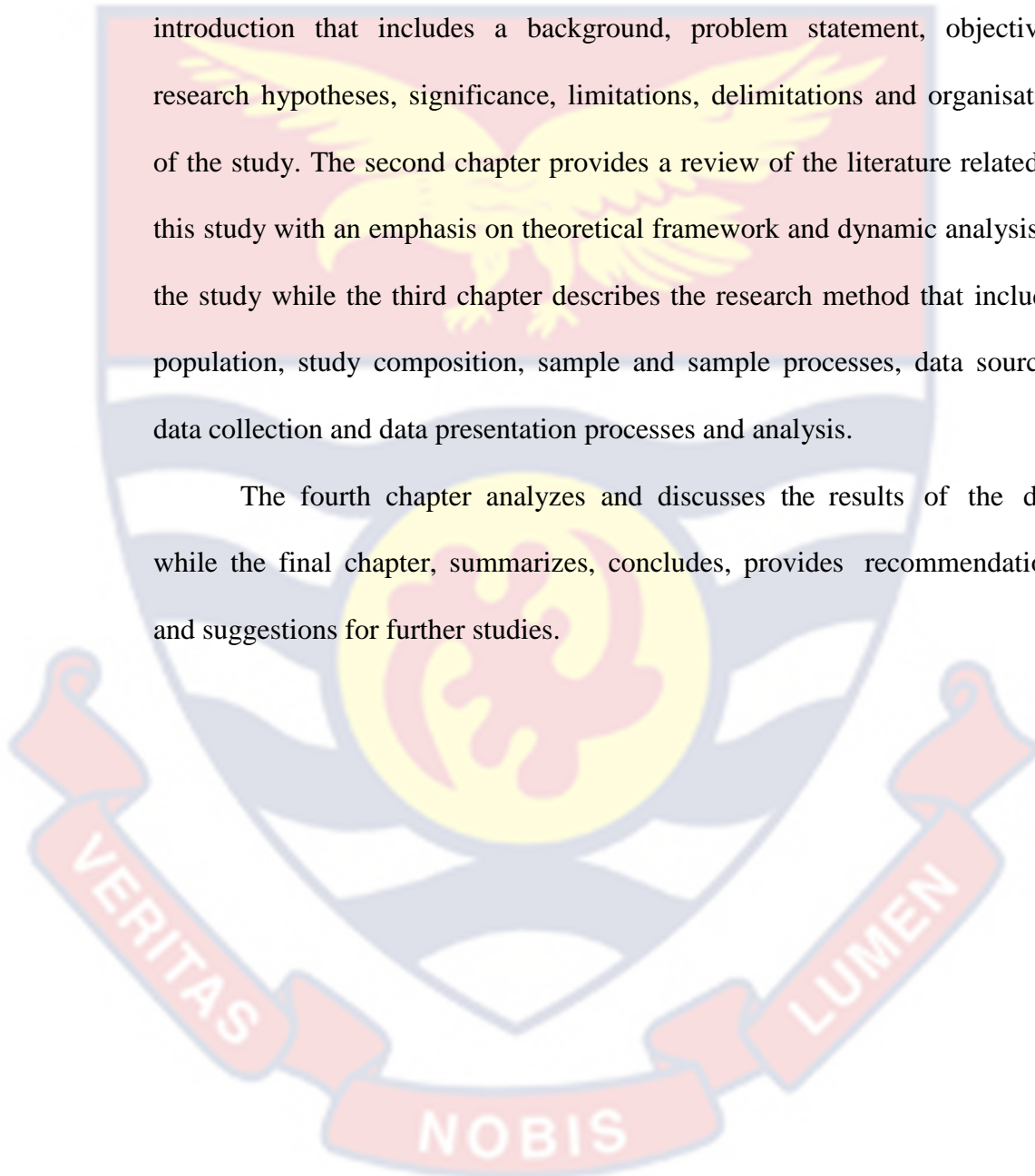
CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides a review of the theoretical, conceptual and the empirical framework on leadership styles, organisational politics and employee performance. The review also shows how these constructs relate in an educational sector setting. This chapter is based on the study's research problem, research objectives and hypotheses. The purpose of the study was to determine leadership styles influences on employee's performance and the role of organisational politics in mediating such a nexus. The write-up of the chapter will begin with review of theories underpinning the study, before addressing conceptual and empirical issues of leadership styles, organisational politics and employee's performance.

Theories Underpinning the Study

Leadership styles derive most of its theoretical foundations from several leadership theories. Corollary, the complex nature of eduactional sector demands a leadership approach that emanates from multiple behavioural perspectives as this will be ideal for achieving high employee performance. Notable among these is the path-goal theory. In this study, the path-goal theory is used to establish the link that exists between leadership styles and employee's performance in the educational sector. Also, the social exchange theory will be used to establish the relationship between leadership styles, organisational politics and employee performance.

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Transformational Leadership Theory

This theory is a prominent and influential framework that centers on the profound impact leaders can have when they inspire and motivate their followers to reach their full potential and exceed their own expectations. Originally introduced by James MacGregor Burns and later developed by scholars like Bernard M. Bass, this theory posits that effective leaders possess the ability to effect substantial positive changes within their organisations by influencing the attitudes, beliefs, and behaviors of their team members (Korejan & Shahbazi, 2016). In the context of the study, the Transformational Leadership Theory can be applied and explored in the following comprehensive manner:

Leadership Styles: Transformational leaders are characterized by specific leadership behaviors, including charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Researchers within the study may undertake an in-depth analysis to discern whether the leaders at Cape Coast Technical University exhibit these transformational leadership qualities or if they lean towards other leadership styles such as transactional or laissez-faire.

Impact on Employee Performance: The theory posits that transformational leadership can wield a positive influence over employee performance. Leaders who have the ability to inspire and motivate their employees often witness increased job satisfaction, heightened levels of commitment, and superior performance outcomes. Within the study's scope, it becomes imperative to scrutinize how various leadership styles, with a particular focus on transformational leadership, correlate with and ultimately

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influence the performance of both academic and non- academic staff members at the university.

Role in Mitigating Organisational Politics: Transformational leaders are frequently associated with ethical and value-driven leadership. This aspect may play a pivotal role in mitigating the adverse consequences of organisational politics. Researchers are encouraged to explore whether transformational leaders demonstrate greater effectiveness in fostering a culture characterized by trust, transparency, and fairness, which can counteract the deleterious effects of political maneuvering within the organisation. One of the hallmark traits of transformational leaders is their ability to cultivate high levels of employee engagement. Given the strong linkage between engagement and performance, the study should aim to ascertain whether staff members who perceive their leaders as transformational exhibit heightened levels of engagement in their work, consequently leading to superior performance outcomes.

Understanding the role of transformational leadership within the unique context of the university setting has far-reaching implications for leadership development initiatives. The findings of this study could potentially offer valuable insights into the training and development of both current and prospective leaders at Cape Coast Technical University, aligning their leadership behaviors with the principles of transformational leadership. Transformational leaders, with their ability to inspire and guide, may actively employ their influence to challenge or reshape political dynamics within the organisation. It would be instructive for researchers to explore how transformational leaders navigate the intricate terrain of

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organisational politics, promote ethical conduct, and establish a positive work environment despite the presence of political complexities.

In summary, the Transformational Leadership Theory provides an invaluable framework for a comprehensive examination of the relationships between leadership style, employee performance, and the role of organisational politics at Cape Coast Technical University. By delving into the alignment or divergence of transformational leadership behaviors with other leadership styles and assessing their impact on staff members, this study has the potential to offer profound insights into leadership practices that foster positive outcomes in the context of a multifaceted higher education institution.

Social Exchange Theory

Social Exchange Theory argues that relationships at work evolve over time into trusting, loyalty, and mutual commitments if all parties involved abide by reciprocity or repayment rules. It implies that social behaviour is the result of an exchange process (Soieb, Othman & D'Silva, 2013). This is important in determining behaviour demonstrated by employees within the organisation. The main reason for this exchange is to maximize benefits and minimize costs (Soieb et al. 2013). The theory has been used in many fields, especially in investigating employee performance (kheng et al. 2013; Zhang, Zheng & Darko, 2018).

The social exchange theory is relevant to this study because the theory is characterized by perceived equality imply the presence of reciprocity. Indeed, all social life needs a degree of reciprocity on the part of actors in social situations. Thus, when individuals see that there are relatively balancing levels of reciprocity in a social exchange, they are more likely to be satisfied

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in that exchange. Social

exchange theory concludes that individuals who perceive the presence of reciprocity in their social relationships are likely to feel more satisfied with and maintain those relationships in their respective organisations. Social exchange theory is an evolving conceptual framework that can be used to explain the concept of leadership styles, employee performance and organisational politics.

In this study, it is postulated that based on the SET, leaders adopt specific leadership styles and create an organisational environment in the organisation which in turn stimulates improved performance based on the reciprocity principle (Gouldner, 1960). Leaders create an innovative environment through stimulating the right leadership styles and in turn creates by providing associations within the organisation to form political basis which supports performance (Schulte et al., 2009). This theory, therefore, implies that employees will increase their loyalty, engagement, and work performance since they are obliged to return the act of kindness that they have received (Aselage & Eisenberger, 2003). Hence, the above descriptions depict that when employees are given more innovation-relevant resources, the more trust and fairness will be perceived by them exist in the organisation. This will, in turn, make the employees obliged to take on the extra role behaviour (Organ, 1988) which is important in seeding improved performance among the employees. The larger the obligation, the greater it will exert their levels of performance on them (Blau, 1964).

Deductions from the theoretical review

The path-goal theory supports the concept that leadership style is contextual, dependent on the aim and the environment. Given the complicated nature of the educational sector and the multiple conflicting agendas educational

sector organisations in Africa are set out to attain, a look at leadership based on only a behavioural style or feature viewpoint will present a limited picture of the role of leadership on organisational setting. Therefore, if the purpose is to inspire inventive conduct to deal with complicated educational challenges, leadership can best be tackled from a leadership style viewpoint. This offers a context for addressing the leadership style-employee performance relationship from two main categorisation of leadership styles as outlined by Ricard et al. (2017) and Lewis et al (2018).

The social exchange theory as employed in this study, supports the proposition that an employee's performance is dependent on leadership style and the atmosphere inside the firm from organisational politics. The extent that leadership style and politics effects employee performance is founded on the premise of reciprocity. High performance can, therefore, be promoted in the educational sector if leaders employ acts that transmit the proper sense of trust, fairness and assistance for performance to employees. In addition to this, educational sector leaders can attain the purpose of fostering creative conduct among employees if the resources for performance are supplied, not necessarily as a reward for employees' achievement. When such resources and assistance is offered in advance, it gives workers impression of an improved engagement environment that yields increased performance. In summary,

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leadership behaviour and provision of innovation resources will stimulate innovativeness among employees.

Conceptual Review

This section seeks to provide an extensive discussion and enhanced knowledge with respect to the constructs used in this study. How the various concepts are operationalized in literature will be addressed. Leadership styles will initially be addressed followed by a discussion of the two main leadership styles considered in this study. In addition, employee performance will be addressed with an emphasis on the context of the educational sector. Finally, organisational politics will also be discussed with much emphasis on employee performance.

Concept of Leadership

Leadership is crucial to improving students' academic performance levels since it significantly influences their satisfaction and behavioural outcomes (Fry, 2003). According to Hamidifar (2010), leadership deals with the active use of one's ability and talent to influence others to subsequently achieve an expected goal. Leadership is also a means of identifying strategy to offer inspiring motive and to enhance the individuals including students' potential for growth and development (Amankwaa & Anku-Tsede, 2015). Leadership could also be defined as the ability to see a need for change and making it happen (Boxall & Purcell, 2011). It is described as a process of persuading, motivating or inducing a group of people to pursue the objectives of a leader and the organisation (Shah & Kamal, 2015). These are clear indications that there is no one best definition for leadership due to its wide recognition.

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Leadership is largely dependent on the styles adopted by leaders (Newstrom & Davis, 1993). According to Newstrom and Davis (1993), leadership style refers

to the approach of giving directions, implementing plan and inducing people. They include the total pattern of implicit and explicit actions carried out by a leader (Woods, 2010). Leadership style is also a leader's characteristic traits or behaviours that are exhibited when directing, guiding and managing a group of people (Bhaskar, 2009). According to Taiwo (2013), leaders exhibit diverse styles in order to effectively and efficiently manage resources including subordinates. The next section discussed the various leadership styles as found in existing studies.

In literature, most definitions of leadership reflect the concept that it involves a social influence process whereby purposeful influence is exerted by one person over the others to organize the activities and relationships in a group organisation (Nguyen, 2009). Leadership conduct is characterized as a succession of attitudes, qualities and talents employed by a manager in different scenarios in conformity with individual and organisational ideals (Mohammad & Hossein, 2006). However, for the purpose of this research, the author concentrates on the notion of leadership via a unique work behaviour viewpoint. Leadership, by its influence component, encourages the invention and execution of ideas in an organisation.

Bass (1990), described leadership as a relationship between two or more members of a group that frequently requires a structuring or restructuring of the situation and the views and expectations of the member. Leaders are agents of change - those whose acts influence other people more

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than other people's behaviors affect them. Huber (2006) described leadership styles as diverse mixes of task and interpersonal behavior used to influence people to attain aims.

According to Bass (1990), there are substantial parallels between the many definitions of leadership to find certain common factors. These common factors are: "the focus of group processes"; "a matter of personality"; "a matter of inducing compliance"; "the exercise of influence"; "a form of persuasion"; "a power relation"; "an instrument to achieve goals"; "an effect of interaction" and "a start of structure" (Bass, 1990, p. 47).

Leadership in enterprises does not take place in a vacuum; it takes place in organisational settings (Porter & McLaughlin, 2006). Avolio (2007) suggested that context should be incorporated in all theories of leadership since it may affect and be impacted by leadership effectiveness. Therefore, the leader's behaviour affects the organisational environment in which he or she operates or works, and the various features of an organisation's context (e.g., how centralised or formalised it is, its culture and conventions, etc.) impact organisational performance. Radu, Deaconu and Frăsineanu (2017) also point out that leadership is contextual, as people's individual and organisational qualities contribute to unique perceptions and behavior. It is necessary to also comprehend leadership in the framework of the political system, not merely with the conceptual and cognitive frame of business organisations (Villoria & Iglesias, 2010). Within the framework of the educational sector, precisely, Cape Coast Technical University, this study evaluates leadership styles of supervisors.

Leadership Styles

It has been demonstrated that leadership conduct is the single most important method in which a person may affect the amount of innovation in an organisation (Gumusluoğlu & Ilsev, 2009; Busaibe, Ahmad, & Gaur, 2017). In accordance with this notion, Ricard et al (2017) studied critical leadership attributes for innovation inside public sector enterprises. The poll was based on 365 top public managers in Copenhagen, Rotterdam and Barcelona. The study found five leaderships traits crucial for innovation. These leadership styles include; transactional leadership, transformational leadership, altruistic leadership, entrepreneurial leadership and network governance leadership. These leadership styles represent the attributes described in research and theory as important for improved performance (Ricard et al., 2017, Lewis et al., 2018). This study is based on the two main leadership style precisely, transformational leadership style and transactional leadership style.

Transformational leadership

A transformational leadership style focuses on the development of employees in addition to their requirements. Managers with these leadership style concentrate on their employees' progress and development of value systems, their moralities and inspiring levels (Ismail et al., 2009). According to Jeremy, Melinde and Ciller (2012), this approach is focused at converting employees or group members by modifying them in the heart and mind. This in turn provides workers greater insight and knowledge and brings about lasting changes, momentum growing and self-perpetuating. Puni, Ofei and Okoe (2014) highlighted that, a transformative leadership style arises when a

leader in prefers to maintain the interest of his/her personnel, after they accept the purpose and job assigned to them.Moreover, transformative leaders persuade people to perceive challenges from different views, give assistance and foster communication of vision It arouses emotion (Shirzad-Kebriya & Shabani-Zanganeh, 2011). In consideration of thus, transformative leaders are able to articulate a vision for their businesses can impact individual-level aspects such as enhancing motivation and organisational-level factors such as managing disputes within teams or personnel (Shafie, Baghersalimi & Barghi, 2013). It has also been revealed that, this leadership style has active effect on both individual and organisational results comprising motivation, contentment and performance (Shah & Kamal, 2015). As instance, high levels of group potency are related with high degrees of transformative leadership.

Transformational leadership was initially introduced by Burns (1979) and further expanded by Bass (1985). Transformational leadership is a leadership style that is centred on accomplishing revolutionary change in the company via dedication to the vision of that company (Sullivan & Decker, 2001; Nayab, 2010). According to Bass (1997), it is a people-centred form of leadership that supports innovation among subordinates and progress at workplace environment. Yukl (1989) identifies the fundamental reason of transformative leadership research in the conceptualisation of an acceptable style to alter organisations.

Transformational leaders are devoted to organisational goals and seek the best potential performance via encouraging and inspiring their followers to reach high expectations and via supporting knowledge diffusion and inventive culture by organisational members (Bass & Avolio, 2000). Bass (2006)

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identified four conceptual components to transformative leadership particularly; Charisma or idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration, which has been characterized as "The Four I's". The Charismatic or Idealized influence reflects respect and trust that is established on a firmer basis of ethics and morality. These outcomes from the charismatic leaders' demonstration of specific traits like taking stands, expressing concern for the emotional and physical needs of followers, sharing risk, demonstrating unambiguous principles and carrying them out to the latter and functioning as a role model to the follower. These would lead to a future appreciation by the follower for the leader (Adjei, 2015; Al-Farhan, 2018).

With respect to "Inspirational Motivation", leaders are capable of enhancing team spirit by encouraging hope and excitement via their emotive, non-intellectual, traits. They clearly envisage appealing future prospects and convey objectives, common vision, problems, and expectations that followers would like to meet. Such leaders are generally successful in developing self-confident, action-oriented followers (Chaudhry, Javed, & Sabir, 2012; Al-Farhan, 2018). The third dimension is intellectual stimulation. Leaders, who demonstrate thus, tend to inspire innovation among their followers' leaders encourage their followers to question preconceptions, consider about old circumstances in fresh perspectives approaches, and reframe issues and provide solutions.

Under these conditions, innovation and innovativeness are encouraged and there is no place for public criticism of faults as members are encouraged to attempt new ways that may be distinct from the leader's style of doing things

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(Adjei, 2015). The fourth component is "Individualized consideration". The inspiring motivation, another component of transformative leadership, stimulates and challenges the followers to attain the organisational goals whereas intellectual stimulation, stimulates people to be more creative and imaginative to address challenges (Bass & Avolio, 2000). The transformative leader is at the centre as the fundamental character around whom changes, and hence also innovations take happen.

Transformational leadership is recognized as the most significant issue in current research and theories of leadership (Bass, 1998, 1999). The distinction between transformational and transactional leadership resides in the approach of inspiring others. A transformative leader's behaviour begins in the personal values and beliefs of the leader and encourages subordinates to undertake more than they are predicted (Bass, 1985). Burns (1978, p. 20) identified transformative leadership as a process where, "one or more folks participate with others in such a way that leaders and followers raise one another to greater levels of drive and morality". With a transformative leader, the follower feels trust, adoration, loyalty and respect for the leader, hence, the follower is inspired to achieve more than what he/she was initially supposed to do (Bass, 1985; Katz & Kahn, 1978).

A transformative leader motivates by making people more aware of the importance of work results, inspiring to transcend their personal self-interest for the benefit of the organisation or team and activating their higher order desires. He also urges people to think critically and seek new ways to approach their tasks, resulting in intellectual stimulation (Bass, 1995). As a result, there is an increase in their level of performance and dedication to the aims of their

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organisation (Podsakoff, McKenzie & Bommer, 1996). A leader who grades

high in transformative conduct

can attain maximum performance from his fans since he or she is able to

encourage followers to elevate their standards for success and build inventive

problem-solving skills (Bass, 1985; Yammarino & Bass, 1990).

Burns (1978) states that transformative leadership entails the process

of influencing fundamental changes in organisational attitudes in order to

achieve the organisation's aims and plans. The operations from a

transformative leader that are believed to be effective in any scenario or

culture are firmly held personal value systems that include topics like justice

and integrity. Burns (1978) refer to them as end values that cannot be

negotiated or traded between persons. Support for transformative leadership

may also be seen in the writings of several of the early management pioneers.

Frederick Taylor, recognized for his philosophy of scientific administration, is

viewed by many to be the opposite of a transformative leader (Humphreys &

Einstein, 2003).

Components of Transformational Leadership Style

Transformational leadership leads in achieving of greater level of

performance among followers than previously considered attainable. Bass

(1990) postulated four behaviours: (a) charisma (idealized influence or

characteristics), (b) inspirational motivation, (c) intellectual stimulation, and

(d) individual consideration. Attaining charm in the perspective of followers is

a vital stage in becoming a transformative leader (Bass, 1990). Although

uncertainty exists with the usage of the term 'charisma' and transformative

leadership (Behling & McFillen, 1996), Bass (1985) considers charisma as

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constituting part of transformative leadership. Charisma theory was significantly impacted by the views of an early sociologist called Max Weber.

Weber (1947) characterized charisma as belonging to enormously talented persons who can win the respect, pride, trust, and confidence of followers by imparting a strong sense of vision and goal (Gardner & Avolio, 1998; Yammarino, Dubinsky, Comer, & Jolson, 1997). This charisma, the idealised impact or characteristics dimension of transformative leadership, is defined by offering vision and a feeling of goal, encouraging pride in and within the group, and acquiring respect and trust (Humphreys & Einstein, 2003). Moreover, the charisma behaviour also refers to influencing followers to go above self-interest for the welfare of the collective, offering assurances that barriers will be overcome, and increasing confidence in the achievement and execution of objectives and tasks (Avolio & Bass, 1995).

Charismatic leaders exert a great degree of impact (Conger & Kanungo, 1998; Howell & Frost, 1989) and followers place a disproportionate degree of belief and trust in dynamic leaders (Howell & Avolio, 1992). These leaders are admired, appreciated, and trusted. Followers connect with and aspire to mimic their leaders. Among the things the leader performs to win credit among followers is to place followers' needs over his or her needs. The leader shares risks with followers and is consistent in behaviour with underlying ethics, ideals, and values (Bass, Avolio, Jung & Berson, 2003). Inspirational inspiration is generally a partner of charm and concerned with a leader raising greater standards, therefore becoming an indication of reference.

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According to Bass (1985), followers look forward to their inspirational leader as one giving emotional appeal to enhance awareness and comprehension of mutually beneficial aims. This is defined by the transmission of high expectations, utilizing symbols to focus efforts, and communicating vital meaning in simple ways. The leader generally talks positively about the future, creating a compelling vision for the future and generating an attractive image of organisational transformation (Bass & Avolio, 1994). The motivation arises through offering purpose and challenge to the follower's work. Individual and team spirit are awakened. The leader encourages followers to picture desirable future situations, which they can eventually foresee for oneself (Bass et al., 2003; Avolio & Luthans, 2006).

Intellectual stimulation supplies followers with challenging new ideas This helps people to move away from the old patterns of thinking (Bass, 1985). The leader is regarded as one fostering intelligence, rationality, logical thinking, and deliberate problem solving. Behaviours associated to intellectual stimulation entails finding alternative ideas while solving issues, providing fresh ways of assessing how to fulfill projects and fostering re-thinking of beliefs that have not been questioned in the past (Bass & Avolio, 1994). The leader inspires the following to be innovative and innovative by challenging assumptions, reframing challenges, and tackling familiar issues in fresh ways. There is no mockery or public criticism of individual member's errors. New ideas and inventive solutions to challenges are requested from followers, who are integrated in the process of addressing challenges and seeking solutions (Bass et al., 2003).

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Finally, the fourth pillar of transformative leadership is "individual consideration" which is focused with generating followers through coaching and mentoring (Bass, 1985; Bass & Avolio, 1990). The leader will pay great attention to the inter-individual variances among the followers and function as mentor to the follower. The leader will be active in coaching and mentoring followers with specific personal attention. Related behaviours involve educating, helping others develop their abilities and listening attention to others' problems (Bass & Avolio, 1990). Followers are handled individually in order to increase their levels of development and to increase effective ways of accomplishing their aims and difficulties (Bass, 1985). Leaders give attention to each individual's demand for success and progress by acting as a coach or mentor. Followers are evolved to increasingly higher levels of potential. New learning possibilities are established together with a supportive setting in which to flourish. Individual variations in terms of wants and aspirations are recognized (Bass et al., 2003).

Transactional leadership

This sort of leadership style starts with the premise that employees commit to obey their leaders entirely when they accept to work for them (Bodla & Nawaz, 2010). It focuses more towards 'trade' between the superior and subordinate by wherein the former pays the latter for accomplishing particular targets or performance criterion (Trottier, Van Watt & Wang, 2008). With this, the leader has the power to 'punish' employees if their work does not reach the required standard. It is consequently understood as an exchange of aims and incentives between management and staff. Bass and Avolio (2008) argued that, transactional leadersinduce their staff by the usage of contingent

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incentives, rule enforcement and remedial measures. As such, employees generally do nothing to boost their job happiness since the company normally compensate them in reward of their efforts and cooperation.

According to Chandra and Priyono (2016), a leader should provide team members some amount of control of their reward/income by employing incentives to foster higher standards or better production. Also, the transactional leader imposes rules and regulations, proposes writ of power, sets and focuses on particular targets, and also drive staff to reach pre-determined aims (Yahaya et al., 2014). Udoh and Agu (2012) highlighted that, the transactional leader focuses on short term tasks and as such, practicing "management by exception" is preferable than rewarding excellent work. The leader might potentially take remedial steps if anticipated standards are unmet by staff or group members. This is because, transactional leadership style does not make space for knowledge-based or creative work (Yahaya et al., 2014).

Leithwood (1994) defines the transactional leadership style as a leader model employing multiple financial incentive to exchange outcomes needed. Transactional leadership style is a task-oriented and interactive leader manner. It relies on timely and adequate rewards. Different from transformational leadership style, transactional leadership style helps businesses accomplish their goals by making employment reward and payment obvious (Burns, 1978). Van Wart (2012) postulates that with the transactional perspective of leadership, leaders depend largely on reasonable incentives and tactics to attain the necessary performance. Leaders aim to guide by explaining goals, monitoring the behaviour of subordinates and highlighting task-oriented areas (Van Wart 2012). Innovation certainly originates from the leader and his/her

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abilities to guide subordinates (Ricard et al. 2017). Burns (1978), who was first to study the transactional leadership style, means that the transactional leaders constantly try to stimulate their subordinates by luring and appealing to personal compensation. According to Bass (1995, 1997), there are various distinct forms of behaviors inherent with transactional leadership.

a) *Dependent reward*: The leader offers contingent rewards for excellent effort and good performance, and celebrates accomplishment in order to reinforce acceptable actions and discourage bad behaviours.

b) *Management by exception*: The leader preserves the status quo and intervenes when employees do not achieve acceptable performance standards. This conduct entails monitoring subordinates and remedial action, as required, to ensure that the works are carried out effectively.

c) *Laissez-Faire*: This is the avoidance or absence of leadership. This practice comprises avoiding decision making and abdicating obligations.

Transactional leadership has gotten less attention by researchers in its link with inventive behaviors (Faraz, Ahmed, Estifo, & Raza, 2018), perhaps because this approach is more work focused and supports status-quo for accomplishing expected performance which does not appear fit for innovation. However, a thorough examination of the current literature on the link of this leadership attitude to employee's innovativeness indicated an excess of contradictions in the findings. This ranges from explicitly negative (Bass, 1985; Lee, Si & Wei, 2012) to explicitly favorable (Hussain, Abbas, Lei, Haider & Akram, 2017; Faraz, Yanxia, Ahmed, Estifo & Raza, 2018) and even no association (Lewis et al., 2018). The present literature reveals a major vacuum for future study to address the influence of this leadership conduct on creative

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work behaviour.

Components of Transactional Leadership Style

Transactional leaders demonstrate behaviours connected with both constructive and corrective characteristics. The constructive behaviour style is named dependent reward and the corrective method is labelled management-by exception. Contingent reward includes the definition of the task required to gain rewards and the use of incentives and contingent reward to exert influence. It analyzes follower expectations and delivers recognition when goals are attained. The explanation of aims and objectives and offering of acknowledgement whenever goals are attained should result in people and groups reaching expected levels of performance (Bass, 1985).

Active management by exception refers to the leader defining the requirements for compliance as well as for what defines inefficient performance, and may entail penalizing followers for being out of conformity with such criteria. This style of leadership entails close monitoring for deviances, blunders, and errors and then taking corrective action as fast as feasible when they arise (Prasertwattanakul & Chan, 2007).

Employee Performance

Afshan, Irum, Ahmed and Mehmood (2012), described performance of employees as performing particular tasks by organisation employees (through the effort of employees within such organisation) and measures it to the standards of precision, completeness, costs and pace set by organisations which have been pre- determined or established. A variety of metrics may be used to assess performance in either organisations or workers whose performance increases directly to that of an organisation. A range of

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organisation's performance indicators, which include productivity, reliability, efficiency, quality and profitability, are used (Saunders & Ahuja, 2006). Hasibuan (2012) employee performance can be interpreted as the result of a person's work in carrying out tasks on the basis of his/her expertise, experience, seriousness and time. Nadeem, Ahmad, Abdullah and Hamad (2014) indicate that the output of an employee is the product of job or work. Mangkunegara (2008) states that the performance is the product of the work performed by an employee in terms of quality and quantity in fulfilling the duties assigned to him.

Employee performance or job performance as interchangeably used is a multi-dimensional concept. This is because employee performance is determined by more than one kind of behaviour (Mawoli & Babandako, 2011), and influenced by lots of determinants (Alromaihi, Alshomaly & George, 2017). The performance of employees is a multidimensional term based on both Armstrong and Taylor (2014), which comprises two aspects: behavioural which involves the procedure and the results associated with the result. Laosebikan, Odepidan, Adetunji and

Aderinto (2018) have generally described the performance of their employees as a term that usually refers to an individual doing their job well or not.

Three main categories of work-performance behaviours were identified by Robbins et al. (2013). The first is the task output which "performs the tasks and responsibilities that help to produce a good or service or to perform administrative functions." The second form is citizenship, which means 'actions that contribute to the organisation's psychological climate, including helping others when they are not needed, promoting organisational goals and

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respecting colleagues.' Whereas counter-productivity is the 'conduct that deliberately damages an organisation as negative behaviour. These actions include theft, harm to corporate property, and hostile behaviour toward colleagues (Robbins & Judge, 2013).

All forms performances are vital to the interest of the company. Kappagoda (2012) has researched job satisfaction and its effect on banking tasks and background. He concluded that the job satisfaction and the task performance of the bank personnel have a big effect on customer satisfaction and "sustaining their performance"" (Kappagoda, 2012). Paul (2016) also found that because employees communicate with customers every day and curate the entire operations, customer loyalty would certainly be maintained in terms of results (Paul, 2016). The social network of the company and psychological surroundings that sustain technical tasks are improved by contextual performance or citizenship (Kappagoda, 2012).

The main predictors (determinants) of job performances in the publishing of University of Minnesota Libraries (2015) are: perceptions of organisational justice and interpersonal relationships, stress and attitudes, especially job satisfaction. Campbell and Webernik (2015) maintained that the directives, strength and the length of the initiative are direct determinants of success, skills and decision-making. However, the work context model of Folami et al (2005) grouped the determinants into four categories, the human variables, the characteristics of the mission, the economic factors and the organisational context.

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In an organisational environment, performance of employees has been a key concern to management around the globe. This is because, it is considered as capacity of an individual to apply his/her skills and expertise to efficiently and effectively attain organisation goals (Bodla & Nawaz, 2010). Organisational performance has been discovered to be significantly dependent on performance of its workers (Hakala, 2008). As such, literature has backed the premise of performance & Aguinis (2009), for instance, viewed employee performance as behaviors or things workers do and not what they create or the task outcomes.

Similarly, Blanchard and Witts (2009) demonstrated that, employee performance is a conduct demonstrated or something done by the employee for to boost organisational performance and is assessed based on the results of operations, turnover and efficiency as well as the efficacy of services. Agarwal, Datta, Blake- Beard & Bhargava (2012) underlined that, employees are often able to increase their results when they actively participation in decision making and hence are able to assist in the implementation of change that affect them. They said that, employees are ability to swiftly execute improvements that they actively participate in. As such, employee performance a matter not just of what employees do, neither is it only about what they attain but how they acquire it as well (Armstrong, 2010). Armstrong and Taylor (2014) argued that, performance is an achievement, execution or working out of everything and is heavily impacted by several factors including leadership style. In view of this, employee performance is considered as an on-going process and hence, has been measured in numerous ways with diverse indicators (Hakala, 2008; Armstrong, 2010; Shabab & Nisa, 2014). Research

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by Hakala (2008), for instance, employee performance was monitored using metrics such as quality, quantity, cost-effectiveness and timeliness. Also, Gomes & Gomes (2011) in their work on 'Performance Measurement and Stakeholder Perceptions: Assessing Performance via the Dimensions of Stakeholder Expectations' established metrics for gauging employee performance and these included work output, timeliness to work, quality of work, loyalty, responsiveness and work efficiency.

These markers have been applied in other research with great success (Kinsambwe, 2016; Irimu et al., 2014). In an academic context, the performance of employees (teaching and administrative) is crucial for proper growth of kids. Poor staff performances usually contribute to low student academic results although the latter might be ascribed to various causes such as lack of motivation, bad parental care, among others (Omar, 2015). As such, measuring staff performance in academic institutions is as essential as enhancing academic performances of pupils. In view of this, the study altered the performance measuring indicators proposed by (Gomes & Gomes, 2011; Hakala, 2008). It also incorporated performance measuring indicators utilized research by (Jackson, 2015; Maduekwe & Kamala, 2016; Mells, 2011). The indicators adapted include quickness (react time), adaptability, responsiveness and dependability.

Organisational Politics

The literary discourse regarding organisational politics began within the 1970s with attention on aspects of power and bureaucracy within the workplace specifically focused on management and leadership (Drory & Romm, 1988). Mintzberg (1985) acknowledges that the subject received only

fragmented exposure within the literature before the 1980s and associates the phenomenon primarily with conflict. The initial literary explorations attempted to justify its existence and relevance and struggled with defining the experience (Drory & Romm, 1988). Organisational politics started getting attention when the concept of organisational rationality was challenged due to the emergence of concepts like person-organisation misfit and incompatibility of private and organisational goals.

The concept of organisational rationality was supported the thought that individuals decide their goals by keeping in sight the organisational goals and are expected to figure for the achievement of their personal goals consistent with the principles and regulations within the organisation. This existence of conflicting goals within the organisation gave birth to organisational politics (Vigoda-Gadot, 2000). just like the unseen elephant within the front room, one knows it is there, albeit it is difficult to explain and define. The human relations movement forged new inquiry into the discourse regarding human behavior within the workplace. As early as 1938, Chester Barnard described the organisation as a social organisation integrating traditional management and behavioral science applications (DeSimone & Harris, 1998). While social scientists explored human behavior, motivation, and wish fulfillment in relationship to figure, management practices primarily remained modeled after a mechanistic organisational structure.

Within the late 1970s and early 1980,'s the social sciences met head- on with organisational management methods. The label "organizational politics" found its way into the literature of organisational behaviour in

1983 in publications by Robbins, Hellrigel, Slocum, and Woodman (Drory & Romm, 1998). Notwithstanding this, organisational politics remained relatively undefined. Mintzberg (1985) couples politics with influence when he writes that "politics could also be considered to constitute one of several systems of influence within the organisation, the others include authority, ideology and knowledge could also be described as legitimate in some sense". Organisational politics has proved to be a big a part of both public and personal organisations, therefore researchers argued for the necessity for further investigation of the difficulty (Mayes &Allen, 1977; Pfeffer & Pfeffer 1981, 1992; Dubrin, 1988; Mintzberg, 1983; Drory & Romm, 1990; Parker, Dipboye & Jackson, 1995).   Once the concept received a label albeit undefined, it had been ripe turf for grounded theory and hypotheses.

The literary dialogue continued with the struggle to define the playing field. As asserted by Othman (2008), definitions of organisational politics fall under two broad categories. The primary is organisational politics as negative and involves self-serving and unsanctioned behaviour. Such behaviours are divisive, illegitimate, dysfunctional, and conflict achieving (Gilmore et al, 1996). The second view perceives politics during a more neutral light and accepts that it can sometimes be functional (Kumar & Ghadially, 1989). McShane and Von Glimow (2005) opined that organisational politics is that the pursuit of individual agendas and self-interest in an organisation without reference to their effects on the organisation's effort to realize its goals. Politics is neutral and is not necessarily harmful to the organisation (Daft, 2007). Political action in

organisations therefore focuses on how people use power to affect deciding (Thompson, 2008). Studies that have focused on organisational politics have taken different approaches. An in-depth bank of data has been accumulated in recent years about organisational politics and their relationship with performance.

Empirical Review

The empirical review was developed in line with the specific objectives of the study. The contributions of leadership styles and organisational politics on employees' performance have been acknowledged in literature.

Transformational leadership style and Performance

Literature abounds on transformative leadership and performance of employees and most of them indicated that there is a substantial link between both. In some years ago, Keller (1992) did research on transformative leadership and determined that it is clearly associated with worker's performance such as fulfillment of aims, inventiveness and reduction in attrition rates. This conclusion has been reinforced by several recent investigations by (Eisenbeiß & Boerner, 2013; Fu-Jin, Shieh & Tang, 2011; Garcia, Llorens & Verdu, 2008; Long & Mao, 2008).

Similarly, Voon et al. (2011) did a quantitative analysis on the impact of leadership styles on employee's work satisfaction in Malaysia's public sector organisations. The study employed the descriptive survey approach and rely on questionnaires for data collecting. The data gathered was then examined employing correlation and regression statistical methods. The study found that, transformative leadership style has a tremendous beneficial influence on work

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satisfaction of workers. The inference is that; this approach is viewed as suited for managing public institutions. This conclusion was line with research by (Ojokuko, Odetayo & Sajuyigbe, 2012; Sadeghi & Pihie, 2012).

In Ojokuko et al.'s (2012) study on the influence of leadership styles on performance of banks in Nigeria, for instance, it identified a strong favorable link between transformative leadership and performance. Omar (2013) also did a study on transformational leadership style and job satisfaction connection utilizing the structural equation modelling (SEM). The study applied the quantitative technique and causal design. Questionnaires were used to seek for information from the respondents and analysis was done using both descriptive (means and standard deviation) and inferential (SEM) statistical tools. Results found that, transformative leadership has a strong good influence on work satisfaction which generally leads to improved performances.

Also, Shafie et al. (2013) undertook a quantitative analysis on the link between leadership style and staff performance in Real Estate registration organisation in Tehran Province. The research aimed at evaluating the link between transformational leadership style and employee performance and as such depended on the descriptive correlation approach. The target population Approximately 1000 workers in the Tehran Estate Registration. Cochran sampling technique was used to sample 277 employees who were then randomly selected. Structured questionnaires were utilized to obtain data from the respondents and analysed using correlation. The study indicated that, a powerful and favorable substantial link exists between transformative leadership and employee performance and especially, pragmatic-oriented and

development oriented transformational leadership have good influence on performance.

Research by Kehinde and Banjo (2014) on the influence of leadership styles the performance of employees in the Nigerian public sector concentrating on Department of Petroleum Resources. The study revealed a higher positive link between transformative leadership with employee performance with constructs: organisational commitment, job satisfaction, organisational citizenship conducts and job happiness. They determined that, transformative leadership is a good predictor of employee success as such, managers should utilize more of it.

In Ghana, Amankwaa and Anku-Tsede (2015) evaluated the effect Effects transformative leadership behavior on employee desire to resign with the moderating influence of alternative work possibilities. The study utilised the quantitative technique and a cross-sectional, descriptive, correlational survey design were adopted for the article. A multi-stage sampling method was applied in choosing three hundred and five (305) workers from banks in Ghana. Moreover, the investigation was underpinning the regulatory fit hypothesis. Also, correlational and hierarchical regression analytical approaches were utilized to test the hypothesis and the outcomes demonstrated that, transformative leadership behavior is inversely associated to employees' voluntary organisational intention to leave. This suggests that, this method does not influence employees to plan abandoning their employment and this helps them to achieve beyond expectations.

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In quantitative research by Abdilahi (2016) on the impact of leadership style on staff performance in Dashen Bank, Addis Ababa in Ethiopia, it was revealed that, transformational leadership has a weak significant influence on staff performance at Deshen bank (p=.038>0.05). This suggests that, elements of transformational leadership are not crucial for employee's performance and as such, need to be checked and removed or enhanced.

Ariyabuddhiphongs and Kahn (2017) also did quantitative research on transformative leadership and turnover intention using trust and job performance as moderating factors. The research randomly sampled 187 employees of cafés in Bangkok, Thailand. The basic premise of the research hypothesized that transformative leadership would adversely predict turnover aim and that trust and work success would mitigate the relationship between transformative leadership and turnover intention. The study was backed by the descriptive survey design and Path Goal theory of leadership. Data acquired from structured questionnaires was examined using correlation and regression statistical techniques. The study found that transformative leadership has a negative association with turnover intention and work performance moderates this link. This indicates that, as managers follow this manner, people retain with the firm and perform successfully.

In Veliu et al.'s (2017) study on the impact of leadership styles on employee's performance in Business organisations in Kosovo, the study found that, transformational leadership style with a beta of (.359) is a statistically important and robust indicator of employee effectiveness. This is because it has a significant value of (.002, p<0.05) at 5 percent significant level. The study so concluded that, transformational leadership style greatly impacts

employee performance and advocated that managers should implement it if they wish to boost employee's performance. This finding contradicts research by Abdilahi (2016) who discovered a weak association between the factors. The study hypothesizes that:

H1a: Transformational leadership style has a positive effect on Employee performance.

Transactional leadership style and Performance

Studies have been undertaken on transactional leadership style and performance across varied disciplines in several countries and have generated diverse results. For instance, Voon, Lo, Ngui & Ayob (2011) conducted a quantitative study on the impact of leadership styles on employee's work satisfaction in Malaysia's public sector organisations. The study employed the descriptive survey design and depended on questionnaires for data gathering. The data gathered was subsequently examined using correlation and regression statistics tools. The study indicated that, transactional leadership style has a weak but favorable influence on job satisfaction of employees. This means that, transactional leadership is a weak predictor of job happiness and invariably employee performance.

Kehinde and Banjo (2014) conducted research to investigate the influence of leadership styles on employee performance. as part of the goals, the study evaluated the influence of transactional leadership style on employee performance is the Nigerian Public sector focuses on Department of Petroleum Resources. The study focused on the quantitative technique and survey design, although, nonetheless it was not anchored by a theory. The investigation employed a main instrument (questionnaire) to acquire data from a stratified

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randomly selected sample of 100. Data was then evaluated using multiple regression and findings indicated that, transactional leadership has a negative association with employee performance integrating notions of organisational commitment, work satisfaction and job involvement.

Sithole and Sudha (2014) conducted research to evaluate the link between transactional leadership style and employee turnover intentions. The elements mentioned by workers as grounds for turnover intentions were also to be decided. The study utilized the quantitative technique and descriptive survey design, but, nonetheless, no philosophy backed it. From the population of software engineers working in Information Technology businesses, a sample of 180 software engineers was taken for the study notwithstanding the population size was not given. A well- structured questionnaire was distributed and replies Results were examined using

correlation. The study found a positive link between transactional leadership style and employee turnover intentions. This suggests that, this approach does not favour employees and as such, influence their job performances which causes them to intend resigning.

In Algeria, Brahim, Ridic and Jukic (2015) carried conducted research on the effect of transactional leadership on performance of employees in five (5) financial institutions in the nation. The study utilized a quantitative survey instrument and the trait theory. The convenience sampling strategy was utilized to choose responders of 132 persons. This sample size was derived from a population of 174 managers. The structured questionnaire with a 5-point likert scale items was used to gather data and analysis was done utilizing descriptive statistics. Also, an inferential statistical tool specifically ANOVA

was applied and the study indicated that, transactional leadership style has no significant association with employee performance in the financial sector.

In Ethiopia, Abdilahi (2016) performed research on the consequences of leadership style on employee performance in Dashen Bank, Addis Ababa. The study adopted the quantitative approach and descriptive design. The study featured a population of 159 employees who were all used in the study utilizing the census approach. Questionnaires were used to acquire data and analysed using correlation and regression statistical techniques. The study indicated that, transactional leadership style has a weak positive association with employee performance as it had a poor significance value of (0.165) at 5 percent significant level. They found that, transactional leadership are not particularly crucial for employee performance.

Veliu, Manxhari, Demiri and Jahaj (2017) did a study on the effect of leadership styles on employee's performance. The purpose of the study aimed to explore the influence of different leadership styles such as autocratic, bureaucratic, charismatic, democratic, laissez-faire, transformative and transactional on employee performance in Kosovo. The study utilised the quantitative method but neglected to identify the study strategy and hypothesis employed. The survey selected 150 private company managers in Kosovo utilizing convenient sampling strategy. Out of this, valid data was collected from 110 responders utilizing the structured questionnaire.

Moreover, Veliu et al.'s (2017) applied correlation and multiple regression tools to assess the study's data in bid to answer the question questions. The coefficient finding suggested that, transactional leadership style with a beta of (0.638) shows no significant association (p>0.05) with

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employee performance. It was consequently established that, transactional leadership style does not affect the performance of private company management in Kosovo. It might be determined from the evaluations that, transactional leadership style has a link with employee performance yet, nonetheless, this association is frequently weak or negative (Abdilahi, 2016; Brahim et al., 2015; Sithole & Sudha, 2014).

Also, most of the papers evaluated crossed across numerous domains but few of them are closely associated to educational subjects (academic institutions) (academic institutions). It was hence relevant to perform a research concentrating on academic staff in order to compare the results achieved in the other areas. Also, none of the literature examined were connected to academic institutions in Ghana

notwithstanding the adoption of varied leadership styles among authority. It was therefore acceptable to carry out a study in Ghana in order to evaluate if transactional leadership has an influence on employee performance. Thus, the study hypothesised that:

H1b: Transactional leadership style has a positive effect on Employee performance

Leadership style, organisational politics and employee performance

Ferris and Rowland (1981) argued that the leader's behavior affects employee job perceptions, which then affect employee attitudes towards the job and performance. Thus, employees' perceptions of the workplace, such as perceptions of politics, may be mediators between leadership and performance. A more recent study by Pillai et al. (1999) examined the relationship between transformational and transactional leadership, procedural

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justice and distributive justice, and trust in organisational obligation, OCB, and satisfaction from work. He found that an indirect relationship exists between transformational leadership and OCB.

The studies of MacKenzie et al. (2001) examined the effect of transformational and transactional leadership on marketing personnel's performance at an insurance company. Findings showed that transformational leadership has more influence on performance than transactional leadership. This finding supports assumptions that the transformational leadership style has a stronger relationship with in-role performance and with OCB compared with transactional leadership.

Most studies about the relationship between leadership and performance show a stronger relationship between transformational leadership and performance than between transactional leadership and performance. Transactional leadership

explains a relatively low percentage of the researched performance criterion's variance. On the other hand, the relationship between transformational leadership and the measurement of performance is positive and quite strong (Geyer & Steyrer, 1998; Lowe et al., 1996; MacKenzie et al., 2001; Parry, 2003; Pillai et al., 1999). It seems that in many organisations, especially public ones, transformational leadership is more effective than transactional leadership. Skilled transformational managers have the ability to support and educate employees, while challenging them to stretch themselves in order to do their jobs. By their own behavior, such transformational managers offer an imitation model and help encourage the employees in their efforts to promote aims and goals.

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Transformational leadership pushes employees to contribute to the organisation beyond the basic requirements of their job description out of personal motivation, challenge, or the desire to emulate the leader and be regarded as part of his successful protégé's. This idea is much in line with the leader-member exchange theory (LMX) as suggested by Graen (1976) and others. Nonetheless, it seems that transactional leadership has the ability to strengthen the effectiveness of performance, especially formal performance, which can be quantitatively measured and accurately rewarded. Some studies have found that there is a significant relationship between the conditional gratitude measure (one of the transactional leadership components) and in-role performance (for example, MacKenzie et al., 2001). Concluding that, the degree to which an employee perceives and respondes to diverse leadership styles for improved performance is positively related to the degree to which the employee perceives organisational politics at his or her work unit. Based on the empirical review, the following hypotheses are stated in this study;

H2: Organisational politics has a positive effect on Employee Performance

H3a: Organisational Politics mediates the nexus of transformational leadership style and Employee Performance

H3b: Organisational Politics mediates the nexus of transactional and Employee Performance

Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Zikmund, 2003). The study examines how organisational politics, conceptualised as employees' perception of equity, mediates the relationship

between leadership styles and employees' performance in the educational sector. The framework is shown in figure 1. The indicators for transformational leadership include; Idealized influence (II1-II3), inspirational motivation (IM1-IM3), intellectual stimulation (IS1-IS3), individualized consideration (IC1-IC3). Transactional leadership was operationalised in terms of; Contingent reward (CR1-CR3) and management by exception (ME1-ME3).
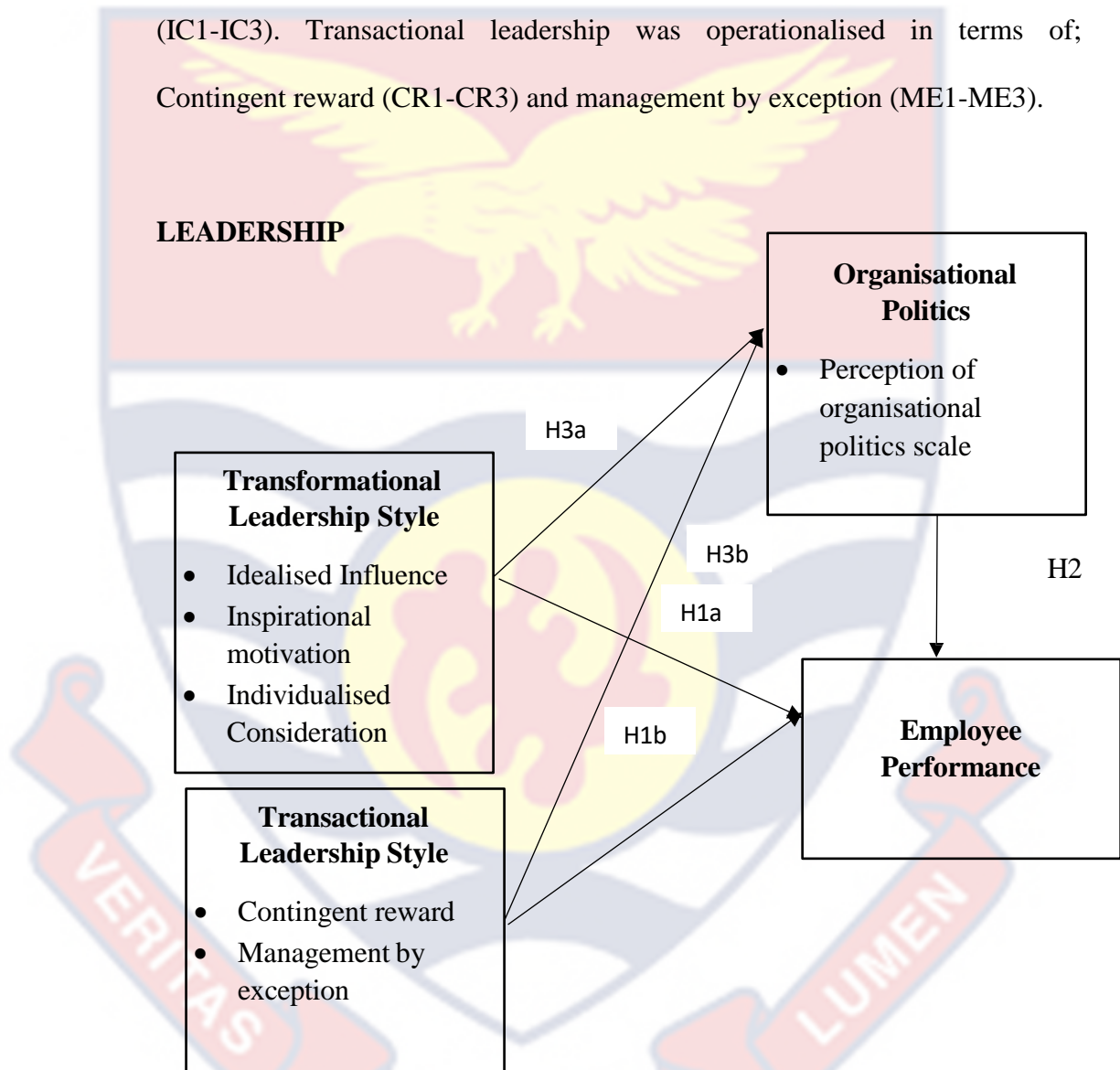
LEADERSHIP

Figure 1: Conceptual framework

Source: Researcher's construct (2022)

This study delves into the intricate relationship between leadership style, employee performance, and organisational politics. It posits that leadership style wields a multifaceted impact, both directly and indirectly, on

employee performance. Furthermore, it asserts that leadership style directly influences organisational politics as well. The study extends this exploration by acknowledging the influence of organisational politics on employee performance, a facet deeply rooted in the works of prior scholars.

Within the scope of this research, organisational politics is assessed as a unidimensional variable. It hinges on the concept of the "perception of organisational politics," which is evaluated using the Perception of Organisational Politics Scale (POPS), a measure originally suggested by Ferris et al. in 1989.

To comprehensively analyze the intricate dynamics at play, this study adopts two primary theoretical dimensions of leadership. Through this approach, it seeks to unravel the nuanced ways in which leadership style can shape both employee performance and the organisational political landscape.

Chapter Summary

The chapter reviewed the literature on theoretical, conceptual and empirical issues relating to leadership styles, employees' performance and organisational politics as captured in prior studies. Important issues and lessons from the review informed the conceptual framework of the study. The review will further prove beneficial in the methodology, analyses, presentation of findings, discussions, conclusions and recommendations. The next chapter presents the methodology used to carry out this study.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the procedure and methods followed by the researcher to gather and analyse data for the study. The methodology shows how the researcher went about her study and the reasons behind the methods being used. Research design, research approach, profile of the study area, population, sampling procedure and sampling size, data collection instruments, pretesting of data collection, data collection procedure, data processing and analysis, ethical consideration, and chapter summary are among the topics to be discussed in this chapter.

Research Paradigm

Every researcher is directed through the study technique by certain beliefs, values and a vision of the world (Adjei, 2015). (Adjei, 2015). According to Guba (1990), this is typically referred to as paradigms or philosophical assumptions which precede the initiation of a research. Saunders, Lewis and Thornhill (2016) add that the word research philosophy refers to a set of views and assumptions regarding the advancement of knowledge. The variety of opinions held by particular researchers based on these characteristics will typically lead to embracing a strong qualitative, quantitative, a mixed-methods approach in their study (Creswell & Creswell, 2018). Saunders et al (2016) identified five fundamental theories that have affected social science study over the years: positivism, critical realism, interpretivism, postmodernism and pragmatism.

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This study takes the post-positivist. According to Saunders et al (2016), positivism alludes to the philosophical framework that includes concerns that can be scientifically validated and consequently gives a basis for generality. This means because positivists focus on techniques that lead to the formation of facts uninfluenced by human interpretation. It is built on the usage existing theory to build hypotheses. These hypotheses would be examined and proven, in whole or part, or rejected, leading to the further development of theory which then may be tested by more investigation (Creswell, 2009; Saunders et al, 2016).

According to Saunders et al. (2016), and Sekaran and Bougie (2016), positivism offer room for objective reality and has the purpose of universal truth that deals with human behaviors in the realm of management sciences. It is a good guide for this project given that based on the theories of path-goal and social exchange, hypotheses will be tested and partnerships built.

Research Approach

This current study adopted the quantitative research approach. This is because the measurements of the items in the scale were numerically rated by the respondents based on predetermined rating scales (7-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most preferred an obvious option in the face of both qualitative and mixed research approaches.

Research Design

Wyk (2010, p. 47) argues that "research design is the overall approach for connecting the conceptual research concerns to the applicable empirical research. According to Creswell and Creswell (2018), there are three basic styles of design for quantitative studies; experimental (scientific experiments), non-experimental (such as surveys) and longitudinal designs. The nature of this study is non- experimental as it enables for comparison of associations between variables. In experimental research method, one of the primary limitations is the modification of the factors (Creswell, 2014; Sekaran & Bougie, 2016).

A research design is seen as a blueprint for carrying out a study with maximum control over factors that may interfere with the validity of the finding (Grove et al., 2012). According to Grove et al. (2012), the choice of a design is dependent on the nature, purpose and approach to the study. As such, due to the purpose and quantitative approach to the study, the causal research design was employed. This is because, this design allows the study to examine cause and effect relationships between variables using inferential statistical tools (Saunders et al., 2015), as required in the objectives. This design also allows the use of descriptive tools in analysing data as in the case of objective one. In this regard, the study employed this design due to its relevance in achieving the study's objectives.

Profile of the Study Area

Cape Coast Technical University (CCTU), formerly Cape Coast polytechnic has gone through stages from second cycle institution to its current Technical University stage. In 1986, it operated under Ghana

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Education Service (GES) as a second cycle institution that offered intermediate courses leading to the award of non-tertiary certificates in Engineering and Business Programmes. The enactment of the Polytechnic Law (PNDC Law 321), in 1992 paved the way for the institution to attain a Polytechnic status in 1993. As a tertiary institution (just like all the other polytechnics which were upgraded), it was mandated to run programmes in various disciplines leading to the award of Higher National Diploma (HND) which is awarded by the National Board for Professional and Technician examinations(NABTEX).

The object of the polytechnic education in Ghana was to train students to be equipped with the middle level manpower skills, so as to support industry and commerce in the areas of resource and information development (Polytechnic Act, 2007, Act 745). Currently, as a Technical University, and per the Technical Universities Act, 2016, Act 922, as amended, Cape Coast Technical University (CCTU) is mandated to provide higher education in Engineering, Science and Technology based disciplines, Technical and vocational Education and Training, Applied arts and related disciplines. The aim is to train its students to be academically and technically balanced in order to match the challenges of the new century.

The University has three 3 Faculties, thirteen (13) Departments, Directorates, Sections and Units which contribute in the teaching and learning processes in the University. The University now offers Bachelor of Technology programmes (Top-Ups), HND, Professional Diploma and other Diploma Programmes. The University now has as its focus to be a leading, innovative, and entrepreneurial Technical University with local, national and global influence.

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Population

Population according to Amrhein et al. (2019) consists of the entire group of persons who are of interest to a researcher and who meet the criteria that the researcher is interested in studying, or a set of individuals having some common characteristics. According to Saunders et al. (2007) population is the full set of cases from which a sample is drawn. Population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion (Leedy & Ormrod, 2010; Robson, 2002). The population included all the total number of permanent employees of the Cape Coast Technical University. An estimated 256 staff of the CCTU constituted the target population (Division of Human Resource, 2022).

This targeted population were all staff excluding the junior members and artisans of the Cape Coast Technical University. This category of staff were chosen for the conduct of the study because they possess the required characteristics needed for this kind of study. A preliminary investigation by the researcher revealed that teaching staff and administrators are major affected in terms of political dynamics and its resultant effect on leadership style and employee performance.

Sampling Procedure and Sample Size

Two basic types of sampling techniques exist. These are non-probability sampling and probability sampling techniques. According to Buchanan and Bryman (2009) in non-probability sampling, not all the members of the population have the opportunity to be selected for the sample. The definition of a non- probability sampling technique defines the population that will give a reliable inference about a population.

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Non-probability sampling techniques include convenience sampling, quota sampling, network sampling and purposive sampling.

Probability sampling on the other hand, has its elements having equal chance or opportunity of being selected for the sample. This sampling technique tends to increase the likelihood of achieving the aim of choosing members that precisely represent the entire population from which the members were chosen. Probability sampling technique includes simple random, stratified, cluster or multi stage sampling (Cavana, Delahaye, & Sekaran, 2001). Estimating the extent of probable success is the main aim of the probability sampling technique (Malhotra & Birks, 2007). As a result, probability theory serves as the basis for a member of a population to be included in a sample. Mixed sampling technique, according to Wurtz (2015) is a sampling strategy whereby the combination of non-probability and probability sampling techniques are employed at different stages in research.

In this current study, the researcher adopted the simple random sampling technique for the selection of the respondents from the sampling frame.

Census Sampling Technique

A census sampling technique was utilized as a result of the generally small number of population size. Considering this, a sample size of two hundred and fifty- six (256) was utilized which is comprised of staff at CCTU excluding the artisans and the foremen. The benefits of a statistics are that in spite of the fact that cost thought makes this inconceivable for enormous populaces, it is alluring for little populaces (e.g., 250 or less). A statistic disposes of examining blunder and gives information on all the people in the

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populace. This implies that all workers have a similar chance to take an interest. A few representatives may in any case decide not to take an interest, yet in any event the chance to do so is introduced and nobody individual or gathering can get a handle on left. Moreover, a few costs, for example, survey and building up the examining outline are fixed, that is, they will be the equivalent for tests of 50 or 250 and registration will in general upgrade sensations of security encompassing the exactness of the outcomes (Parker, 2011).

Measurement of variables

The factors employed in this study were measured depending on previous empirical literature is areas of leadership and performance. This allowed for the building of an instrument based on proven scales. Leadership styles in this study were assessed utilizing multiple sources. The notion of the two main leadership styles for improved performance was adapted from Ricard et al. (2017) and Lewis et al (2018), but the metrics of the individual leadership traits were implemented from scales with established dependability. Leadership styles were measured in terms of employee's view of their supervisor's behaviour. This was done in conformity with research undertaken in the domain of leadership (Contreras et al, 2017; Li et al, 2019).

Organisational politics and employee performance were also judged in terms of employees' perspective. This will prevent against prejudices connected to supervisor's and other colleagues' appraisal of performance (Radaelli et al., 2014; Chen et al., 2016). Transformational and transactional leadership was measured using the Multifactor Leadership Questionnaire (MLQ) designed by (Avolio & Bass, 2004). Four elements of transformative

leadership were included: idealized influence (II), inspiring motivation (IM), intellectual stimulation (IS), individualised consideration (IC), of which twelve (12) elements were selected in line with the study of (Li et al, 2019). For transactional leadership. Six (6) items were picked representing the two aspects of contingent reward (CR) and management by exception (ME). The scale is based impact employees' view of their supervisor's actions. The psychometric characteristics of the MQL have been established through various investigations. Li et al (ibid) estimated a cumulative Cronbach alpha of 0.88, Contreras et al (2017) reported a total Cronbach's alpha of 0.84.

Ferris et al. (1989) suggested the concept of the perception of organisational politics (Perception of Organisational Politics Scale – POPS) as a good measure of OP. Employee performance was measured by 10 items adopted from Wright et al. (1995). Items include; "On the job, I always get things done on time" and "My superior is never disappointed in the quality of work that I produce".

Data Collection Instrument

The main instrument used in the data collection process was the survey questionnaire. A survey questionnaire is a formalized set of questions for obtaining information from respondents (Singer et al., 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) posited that survey using questionnaires is the most widely- used data-gathering technique in research, and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). In this study, the closed ended questions were used. The closed ended questions require respondents to choose from among a given set of responses and require the respondents to

examine each possible response independent of the other.

The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice. The developed questionnaire was made up of close-ended items in a checklist format and these checklists included a list of behavior, characteristics or other entities that the researcher was investigating.

McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. According to him, data analysis is made easier and straight forward when structured questions are used for primary data gathering. The researcher's decision to use questionnaire stemmed from the fact that it is the best method by which reliable information can be obtained from a large population. This is supported by Taylor et al. (2011) who asserted that the use of questionnaire is a sensible way for data collection if factual information is needed from a substantial number of people. The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to; (7) Highest level of Agreement.

The questionnaire items were developed using a 7-point Likert scale. A Likert scale is an ordered scale from which respondents choose one option that best aligns with their view. The 7-point Likert scale was used in this study because it is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The adoption of the 7 Likert was appropriate because it was more useful in evaluating the behaviour, attitude and other phenomenon which was

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of interest to the researcher (Leedy & Ormrod, 2010). The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to;

(7) Highest level of Agreement.

The questionnaire was made up of four subdivisions. These subdivisions were in line with the specific objectives of this study. Section A of the questionnaire measured the Demographic data of the respondents and had five variables in all. Section B contained items required to measure leadership styles among staff at the Cape Coast Technical University (Transformational and Transactional leadership styles). In a similar fashion, section C contained items required to measure the organisational politics at the workplace which comprised of 15 indicators/items. Finally, the section D contained items required 10 items to measure the employee performance of the respondents.

Pre-Test

Zikmund (2012) defines the pre-testing process as "a collective term for any small-scale exploratory research technique that uses sampling but does not apply rigorous standards". Pallant (2016) posits that pre-tests are required ahead of the main survey. This process assists in ensuring that instructions, questions and scale items are clear. They further help potential respondents to comprehend the questions and respond appropriately. Based on the approval of the questionnaire by the department, the study engaged in pilot testing on twenty (20) staff of the Cape Coast Technical University (CCTU). This sample size was deemed appropriate as it conforms to Saunders et al.'s (2016) minimum criteria of 10 for pilot studies by students. The only complaint that emanated from the pilot study was the length of the questionnaire's items.

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Based on this, the statements were summarised and preamble introduced to encourage answering.

Validity and Reliability

In order to ensure content validity of the instrument, the study ensured proper definition measuring items, scale scrutiny by experts and scale pre-testing. These were in line with the principles of McDaniel and Gates (1996). Reliability and validity are two key components to be considered when evaluating a particular instrument. The level of the reliability of an instrument is measured by Cronbach's Alpha value (Saunders & Lewis, 2012). As posited by Pallant (2016), Cronbach's alpha coefficient for variables is generated to validate the reliability of the instrument. Pallant (ibid) also indicates that scales with a Cronbach's alpha coefficient of 0.70 and above are considered reliable. However, studies such as Boohene, Agyapong and Asomaning (2012) support coefficient of 0.5. The results of the pre-test were used to assess the reliability of the instrument. The result is presented in Table 1.

Table 1: Questionnaire items and their reliability coefficients

Variable	Questionnaire Items	Cronbach's Alpha
Transformational Leadership	12	0.702
Transactional Leadership	6	0.908
Organisational Politics	15	0.749
Employee Performance	10	0.818

Source: Field survey (2022)

Table 1 provided the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha ranged between 0.702 and 0.908. These values are all well above the minimum value of 0.50. In

this case, based on the criteria of Boohene et al. (2012), it can be concluded that all the items of measurement showed a high level of reliability and have an acceptable level of reliability.

Data Collection Procedure

Ethical clearance for the data collection exercise at the University of Cape Coast was sought from the School of Business and introductory letter was sent to Directorate of Human Resource for permission. The approval was granted and the sample frame was made available to the researcher. The purpose of the study was explained to the respondents and informed consent obtained. The drop-and-pick survey approach was adopted. The questionnaire was self-administered to the respondents. Trained research assistants also supported the primary data collection exercise. The above procedures helped the researcher to collect the required data for the analysis of the research objectives. The survey was administered on 17th September, 2022 and collected on 16th October, 2022.

Response Rate

In this study, the sample size was two hundred and fifty-six (256) staff. This means that a total of 256 questionnaires were issued from which 215 were filled and returned which represents a response rate of 83.98%. About 41 (16.02%) respondents failed to fill and submit in the questionnaire as presented in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	215	83.98
Non-Returned	41	16.02
Total	256	100

Source: Field survey (2022)

The 83.98% return rate was considered to be satisfactory based on Mugenda and Mugenda (2008) proposal that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was accredited to the fact that the researcher had contacts in the study area and that facilitated the data collection process. Besides, the researcher personally administered the questionnaires and made a lot of efforts to make many follow-ups between research assistants and the respondents calls to clarify queries with the intention to improve the high response rate.

Data Analysis

The statistical tools employed for this study were Statistical Package for Services Solution (SPSS) version 26 and SmartPLS version 3. The SPSS was employed for descriptive analysis and the Smart PLS was employed for structural equation modelling based on the hypotheses of this study. The descriptive statistics (frequencies and percentages) were employed to determine the characteristics of the respondents. Each of the research objectives was analysed as follows:

1. Assess the influence of dimensions of leadership styles on employee performance of staff at CCTU. Structural equation modelling was used

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to analyse this objective.

2. Assess the effect of organisational politics on employee performance of staff in CCTU. This objective was analysed using structural equation modelling.

3. Examine the mediating role of organisational politics on leadership style and employee performance nexus among the staff at CCTU. Structural equation modelling was used for this objective.

Structural Equation Modelling

Structural equation modelling (SEM) is a second-generation statistical technique that "enables researchers to incorporate unobservable variables measured indirectly by indicator variables. They also facilitate accounting for measurement error in observed variables" (Chin, 1998 as cited in Hair et al., 2016:3). Partial Least Squares-Structural Equation Modelling (PLS-SEM) uses available data to estimate the nexuses of the path in the model to minimise the residual variance of the endogenous constructs. SEM is made up of two key elements; measurement equations (by confirmatory factor analysis) and structural equations (by path analysis). Whereas confirmatory factor analysis models (CFA) are used for construct validation and scale refinement, path analysis is used to display the relationships that exist among study constructs.

PLS-SEM estimates path model nexuses that maximize the R^2 values of the endogenous constructs (Hair et al., 2014). It is also useful when dealing with complex models and small sample sizes (Hair et al., 2014; Rezaei & Ghodsi, 2014; Rezaei, 2015; Shahijan et al., 2014). PLS-SEM is also more appropriate where theory is less developed (Ravand & Baghaei, 2016; Rönkkö

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& Evermann, 2013). According to Hair et al. (2014), there are two forms of measurement scale in structural equation modelling: Formative or Reflective. Whereas in formative measurement scale it is the indicators that cause the constructs of the study, in a reflective measurement scale it is the constructs that cause indicators of the study. The current study employed reflective measurement scale because all the indicators were caused by the constructs.

Jeon (2015) itemised a number of benefits that SEM has over other models such as the regression technique. These benefits are: Firstly, SEM uses "latent variables" which allows multiple indicators to capture constructs validly and reliably. Secondly, SEM makes the causal equation model between latent variables clearer as compared to regression. Thirdly, SEM allows one or more independent variables to be regressed on one or more dependent variable. Fourthly, In SEM, a researcher can show the direct effect, indirect effect, and total effect because several exogenous variables and endogenous variables can be estimated simultaneously. PLS is quite robust with regard to inadequacies like skewness, multicollinearity of indicators and misspecification of the structural model (Cassel et al, 1999). In SEM, confirmatory factor analysis, correlation analysis, and regression analysis can be conducted at one time in a model. In line with these benefits this study relied on PLS-SEM to test the various hypotheses.

Mediation Procedure in SEM

According to Hair, Hult, Ringle and Sarstedt (2017), a mediating effect is created when a third variable or construct intervenes between two other related constructs "Mediator variables absorb part of the relationship between an exogenous and an endogenous construct in the" Partial least squares path

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model. Thus, mediators reveal the "true" relationship between an exogenous and an endogenous construct. In this study, the mediating role of organisational politics is tested on the relationship between leadership style (exogenous) and employee performance (endogenous). Hair et al. (2017) provide a systematic mediator analysis process in PLS-SEM, to solve the misapplication of Baron and Kenny's procedure in the PLS-SEM field (Nitzl, Roldan & Cepeda, 2016; Carrión, Nitzl & Roldán, 2017). The mediation effect tested for in this study is based on the procedure developed by Nitzl et al. (2016) to test mediation effects on PLS-SEM.

The mediation analyses begin with testing the indirect effect (through the mediator) to assess the significance. Nitzl et al (ibid) propose that it is not necessary to conduct separate tests for direct and indirect paths by applying PLS-SEM. A significant indirect effect is the only prerequisite for establishing a mediation effect. The significance of the direct effect determines the type of effect and or mediation. According to Hair et al (2017) the current mediation literature discusses two

different types of mediation, full and partial mediation. Partial mediation can be subdivided into complementary and competitive partial mediation.

Carrión et al (2017) posit that a full mediation occurs when a direct effect is not significant, whereas the indirect effect is significant. Indicating that effect of the exogenous variable on the endogenous variable is completely transmitted with the help of the mediating variable. In a complementary partial mediation, the direct effect and indirect effect point in the same (positive or negative) direction (Baron & Kenny, 1986). In a competitive partial mediation, the direct effect and indirect effect point in a different direction

(Zhao, Lynch & Chen, 2010). There is no mediation when the indirect effect is not significant.

Validity and Reliability of the model

There are several criteria for assessing model structures. In general, a systematic application of the different criteria is carried out in a two-step process,

(1) the assessment of the measurement model and (2) the assessment of the structural model. 1) Assessment of Measurement Models Assessment of reflective measurement models includes composite reliability to evaluate internal consistency, individual indicator reliability, and average variance extracted (AVE) to evaluate convergent validity. In addition, the Fornell-Larcker criterion and cross loadings are used to assess discriminant validity (Hair et al, 2013).

Internal Consistency Reliability

It is a form of reliability used to judge the consistency of results across items on the same test. It determines whether the items measuring a construct are similar in their scores (i.e., if the correlations between the items are large) (Drolet & Morrison, 2001). The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The composite reliability varies between 0 and 1, with higher values indicating higher levels of reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, composite reliability values of 0.60 to 0.70 are acceptable in exploratory research, while in more advanced stages of research, values between 0.70 and 0.90 can be regarded as satisfactory (Nunally & Bernstein, 1994).

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Convergent Validity

Convergent validity is the extent to which multiple items to measure the same concept agree (MacKinnon, 2008). Anderson and Gerbing (1988) stated that convergent validity is established if all factor loadings for the items measuring the same construct are statistically significant. According to Hair et al. (2016) convergent validity could be accessed through factor loadings and the average variance extracted (AVE). Hair, Ringle, and Sarstedt, (2011) point out that to establish convergent validity, factor loadings must be 0.70 and above. An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more error remains in the items than the variance explained by the construct.

Discriminant Validity

Discriminant validity is the extent to which a construct is truly distinct from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). The Heterotrait - Monotrait Ratio (HTMT) is a means of determining the discriminant validity of a PLS-SEM model. According to Henseler, Ringle & Sarstedt (2015), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The Fornell-Larcker criterion is also an approach to assessing discriminant validity. It compares the square root of the AVE values with the latent variable correlations (Fornell and Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct. (Hair et al. 2013).

2) Assessment of the Structural Model

The first essential criterion for the assessment of the PLS-SEM is the coefficient of multiple determinations (R) for each endogenous construct. Rsquare (R^2) measures the explained variance of a latent variable relative to its total variance. Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The next step to assess the structural model comprises the evaluation of the regression coefficients between the validated latent variables. A regression coefficient magnitude indicates the strength of the relationship between two latent variables. Furthermore, regression coefficients should be significant at the 0.05 level, in order to determine the significance (Bradley & Tibshirani, 1993). Finally, another assessment of the structural model involves the model's capability to predict. The predictive relevance of the structural model is assessed by the Stone-Geisser's Q^2 statistic (Stone, 1974), in the structural model, Q^2 values larger than zero for a certain reflective endogenous latent variable indicate the path model's predictive relevance for this particular construct. As a relative measure of predictive relevance, values of 0.02, 0.15, and 0.35 indicate that an exogenous construct has a small, medium, or large predictive relevance for a certain endogenous construct. (Hair et al, 2016). It is also imperative to measure the impact of individual endogenous variables on the exogenous variable. This is achieved by assessing the effect size (f^2). As posited by Cohen (1988), f2 values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large effects of the exogenous latent variable.

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Specifying the Structural and Measurement Model

The section specifies the structure of the model of this study. It indicates the exogenous and the endogenous variables with the various indicators. The structural model is specified in figure 2. There are two exogenous variables and two endogenous variables in this study. The exogenous variables are; Transformational Leadership (TSL) and Transactional leadership (TCL). The endogenous are; Organisational Politics (OP) and Employee Performance (EP). The latent variable Transactional leadership is measured by six items (CR1, CR2, CR3, ME1, ME2 and ME3). Transformational leadership has the highest number of indicators, twelve (II1, II2, II3, IM1, IM2, IM3, IS1, IS2, IS3, IC1, IC2, and IC3). Employee

Performance is measured with ten items (EP1, EP2, EP3, EP4, EP5, EP6, EP7, EP8, EP9 and EP10). The mediating variable, organisational politics, is measured with six items (OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8, OP9, OP10, OP11, OP12,

OP13, OP14 and OP15). There are 5 paths hypotheses in the model (figure 2).
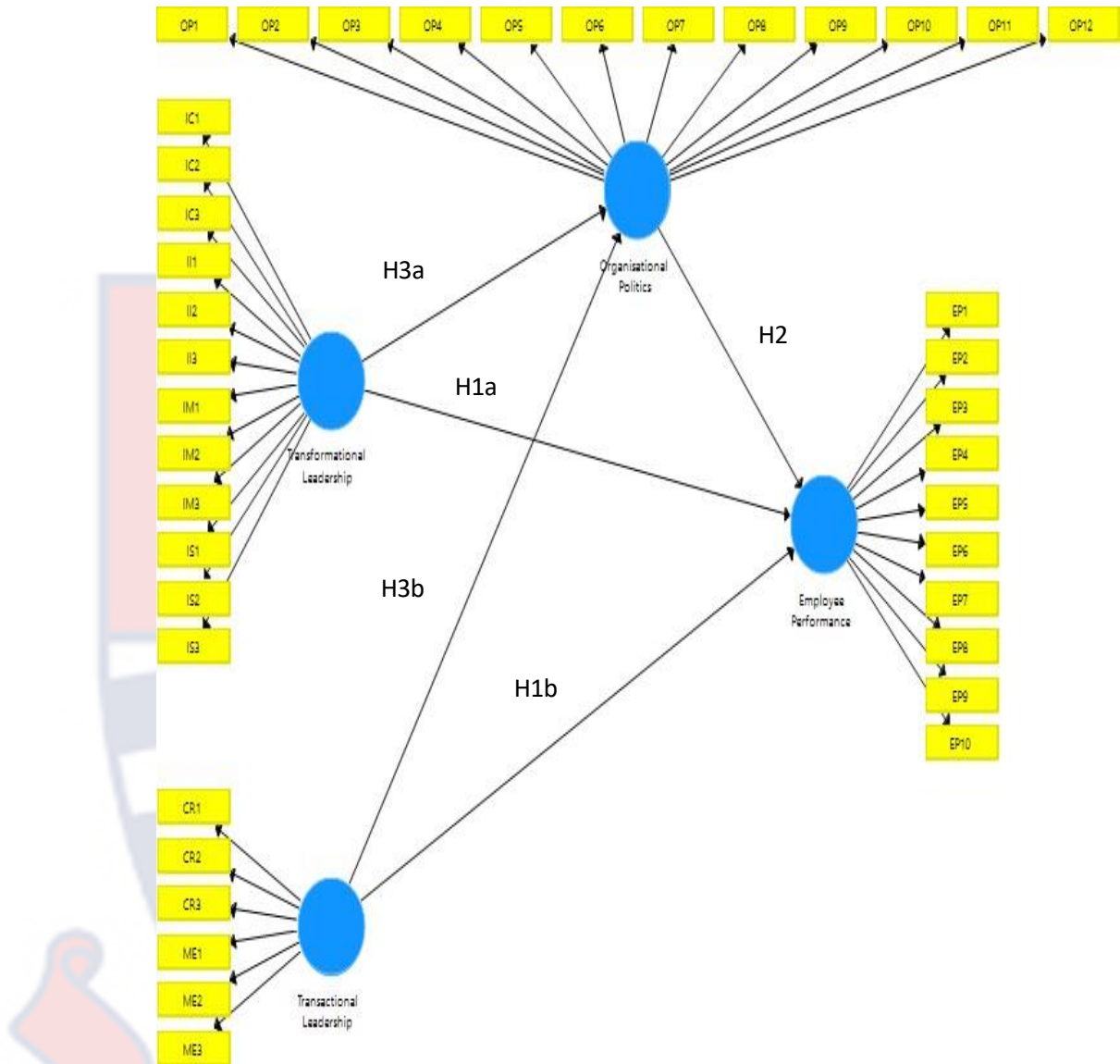
Figure 2: Structural model Source: Smart PLS (2022)

Common Method Bias

Common method bias can occur due to self-report measures (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common method bias is a biasing of results that are caused by a common method, such as a single survey (Favero & Bullock, 2015). Another possible cause of common method bias is the implicit social desirability associated with answering questions in a questionnaire in a particular way, again causing the indicators to share a certain amount of common variation (Kock & Lynn, 2012). To deal with common method bias, only previously tested scales were used (Alfes, Shantz,

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Truss, & Soane, 2013).

Common method bias (CMB) can also be tested using Harman's single factor test (Podsakoff & Organ, 1986) and VIF scores (Kock & Lynn, 2012). Podsakoff and Organ (1986) suggested that a single factor would emerge from a factor analysis or one general factor would account for most of the covariance in the independent and criterion variables if CMB was a serious problem. All seven variables were entered into an exploratory factor analysis with a principal axis factoring analysis, extracting eleven factors, with factor 1 accounting for only 30.32 percent of the variance, the table is attached as Appendix C. The results indicated that no single factor emerged and no one general factor accounted for the majority of the covariance among the latent factors. Therefore, CMB was unlikely to be a serious issue in this study.

Ethical Consideration

As indicated by Saunders, Lewis and Thornhill (2007), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore informed of anonymity and confidentiality. The researcher assured the respondents that their names would not be disclosed. As such, all information received from them (respondents) would be treated with the highest degree of confidentiality. In addition to this, the researcher also informed the respondents that they were free to

cease to give any response if they so wish. Finally, the researcher did not withhold any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters.

Chapter Summary

This chapter explained in details the methodology followed in carrying out the research as well as step by step explanation of the measures employed for data collection and analysis. The researcher took a critical look at the study design which was employed for this study. Other relevant issues that have been given careful consideration include population, sample size and sampling techniques, research instruments used, validity and reliability of research instruments, ethical consideration, data collection procedure, as well as method of data analysis. Ethical consideration was also dealt with.
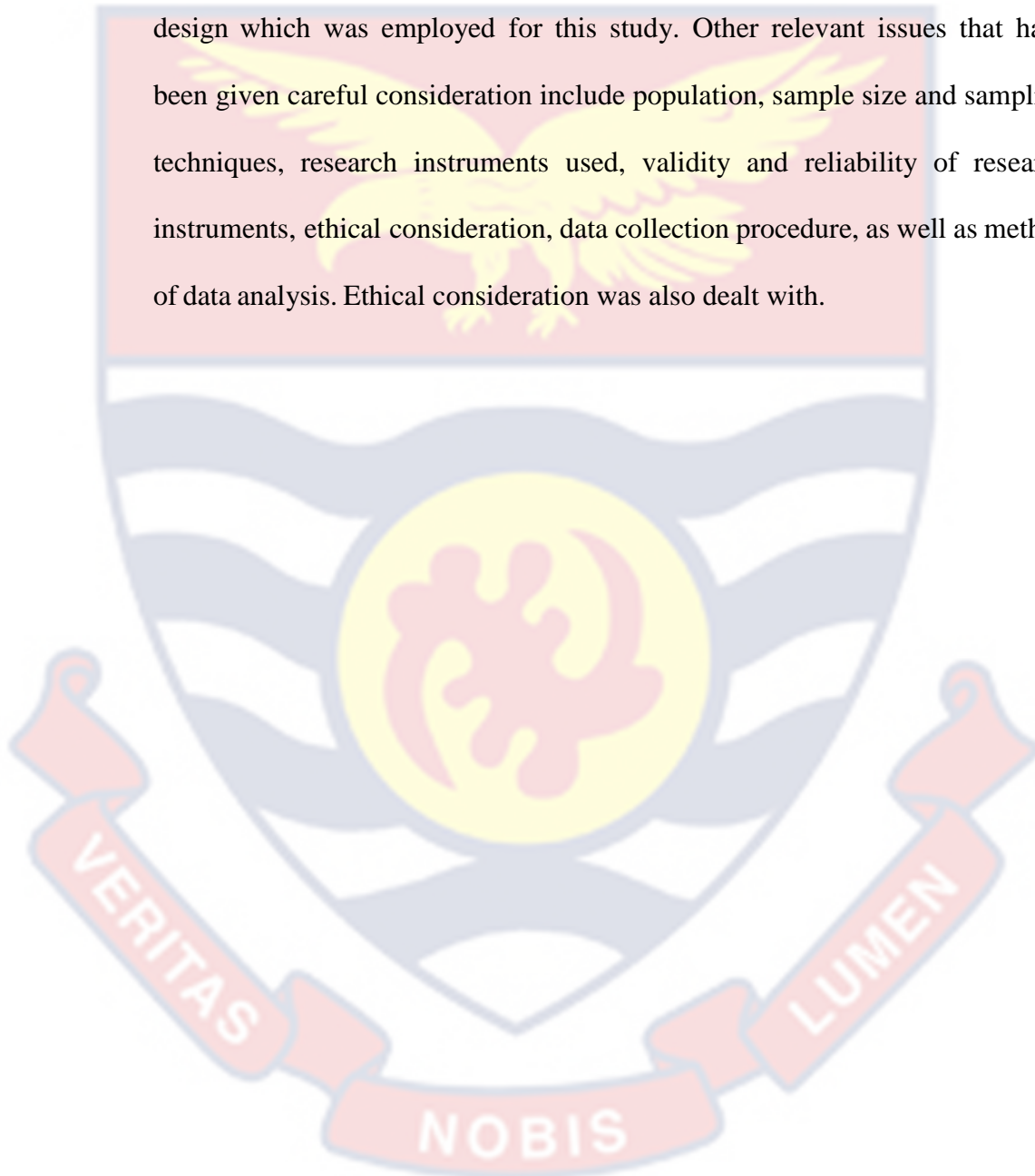
CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The study was conducted to investigate the influence of leadership styles on employee performance at the Cape Coast Technical University: the role of organisational politics. The previous section provided information in respect of the research methods that were employed in gathering and analysing the data in respect of the specific research objectives. This section provides information in respect of findings and discussions made in respect of the specific research objectives.

Demographic Information

Demographic information of the respondents was measured descriptively with frequency and percentage because these statistical tools are appropriate given the nature of the variables measured. The findings are presented in Table 3.

Table 3: Demographics

Variable	Options	Frequency	Percentage
Sex	Male	84	39.0%
	Female	131	61.0%
Age	Below 30 years	69	32.1%
	31-40 years	52	24.2%
	41-50 years	39	15.6%
	51-60 years	43	20.0%
	Above 60 years	12	5.6%
Educational qualification	HND/Diploma	106	49.3%
	First degree	59	27.4%
	Post graduate	30	14.0%
	Professional qualifications	18	8.4%

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Table 3:Cont'D

Level of staff	Junior staff	89	41.4%
	Senior staff	55	25.6%
	Managerial	71	33.0%
Working experience	Below 5 years	87	40.5%
	5-10 years	58	27.0%
	11-15 years	41	19.1%
	16-20 years	18	8.4%
	Above 20 years	11	5.1%
TOTAL		215	100.0%

Source: Field survey, (2022)

The result relating to the sex distribution of the respondents show that majority of the staff in the Cape Coast Technical University are female (61.0%). The remaining 39.0% of the respondents are male workers. Per the sexual distribution of this study, it can be inferred that the workforce structure at the Cape Coast Technical University is female-dominated. This connotes the idea that generally females are gaining roots in the higher educational institutions as employment and more opportunities are given to them, even, administratively.

The age distribution of the staff that were surveyed shows that most of the respondents are below 30 years (32.1%). This is followed by those in 31-40 years range (24.2%) and then those in 51-60 years range (20.0%). 15.6% of the respondents are in the 41-50 years range. The remaining 5.6% are above 60 years. The implication of the age range distribution is that the workforce structure at Cape Coast Technical University is youthful in nature although a relatively sizable number (5.6%) are above 60 years. The university is

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therefore in position to put in place employee development and retention strategies so as to build and utilize the

human capital of this youth for the betterment of the university given the quest to improving operational efficiency.

The educational qualification shows all the staff have formal education experience with most of the respondents having diploma as their current highest educational certification (49.3%). 27.4% of the respondents had first degree whilst 14.0% have master. The remaining 8.4% of the respondents have other professional certificates. These results prove management of the university must take advantage of the talent of this workforce and capitalize on their relative knowledge, skills and abilities to improve the operational efficiency of the Cape Coast Technical University. Making career advancement plans to ensure the upgrading of the educational status of the workers in the university is commendable. Equal opportunity and support should be given to deserving staff in that respect.

The level of staff of the respondents shows most of them are junior staff (41.4%), and 33.0% being, managerial staff, whilst the remaining 25.6% are senior staff. This actually reflects normal hierarchy of typical functional organisation because of the fact that those at the operational level are always larger than those at the tactical and strategic level in that order. The working experience shows that most of the respondents have less than 5 years working experience (40.5%). Again, the study shows 19.1% of the staff has 5-10 years working experience whilst 19.1% have 11-15 years working experience. 8.4% and 5.1% of the respondents have 16- 20 years working experience and 20 years working experience respectively. With the respondents having enough

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working experience, they are better positioned to provide accurate reliable information that could be relied on to make the study a success.

The Findings of the Main Study Objectives

This section presents results and analysis based on the three key research objectives of this study. The Smart PLS was employed for structural equation modelling based on the hypotheses of this study and was used in analysing the data. The results and analysis are presented chronologically based on the stated objectives of this study.

Assessment of Measurement Models for the Study

This section focusses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, Internal Consistency Reliability (Composite reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A consistent PLS algorithm was run to generate indicators for the assessment of the measurement model. The results are presented in the subsequent tables.

Assessing Indicator Loadings

Table 4 shows that some indicators have been dropped in comparison to indicators in figure 3. All indicators that loaded below the threshold of 0.6 as recommended by Hair, Risher, Sarstedt and Ringle (2019) were dropped to improve the reliability of the overall model. Out of a total of 40 indicators measuring the various latent variables, 21 indicators were dropped for failure to meet the indicator reliability criteria. Thus, 10 scales measuring the transformational and transactional

leadership styles, 3 measuring the mediating variable which is the

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organisational politics and 6 of the scales measuring employee performance.

The indicator loadings of the items are shown in Table 4.

Table 4: Indicator loadings

	EP	OP	TSL	TCL
IC1			0.707	
IC3			0.875	
II2			0.763	
IM1			0.610	
IM3			0.682	
IS2			0.732	
EP1	0.811			
EP2	0.756			
EP3	0.789			
EP5	0.869			
EP7	0.693			
EP8	0.787			
CR2				0.894
CR3				0.797
ME1				0.909
ME2				0.887
OP2		0.793		
OP7		0.879		
OP8		0.881		

Source: Field survey (2022)

From Table 4, six indicators of transformational leadership style loaded above 0.6. The least was (0.610) and the highest (0.875), indicating that the retained indicators are reliable. The minimum indicator loading on transactional leadership style was (0.797) and the highest (0.909), organisational politics indicators loaded between 0.793 and 0.881. The retained items of employee performance also loaded well above the 0.6 threshold, minimum (0.693) and maximum (0.869). The indicators used to measure the various latent variables in this study are reliable, well above the threshold of 0.6.

Assessing Internal Consistency Reliability

In this study, the internal consistency reliability of the constructs was measured using the composite reliability. The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The results in Table 5 indicates that all latent variables in this study are reliable, as they all loaded about the 0.7 threshold by (Bagozzi & Yi, 1988). Transactional leadership style had the highest score of composite reliability (0.927), this was followed by employee performance (0.906), Organisational politics (0.888), and transformational leadership style (0.873). The results indicate that the model has internal consistency reliability. Table 5 also includes results on convergence validity.

Table 5: Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EP	0.876	0.889	0.906	0.618
OP	0.810	0.817	0.888	0.726
TCL	0.895	0.902	0.927	0.761
TSL	0.869	0.880	0.873	0.537

Source: Field survey (2022)

Assessing Convergent Validity

The average variance extracted was used in assessing convergent validity. Convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct (Hair et al., 2017). An AVE value of

0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct. The results from Table 5 indicates that all constructs have an AVE of more than 0.5. With the highest being organisational politics and the least being transformational leadership style. This means that the constructs in this model are able to account for more than half of the variance in their indicators. As part of assessing the measurement model, discriminant validity was also assessed.

Assessing Discriminant Validity

Establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). In this study, both the Fornell-Lacker criterion and the HTMT were used to establish discriminant validity. The Fornell-Larcker criterion compares the square root of the AVE values with the latent variable correlations (Fornell & Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al. 2013). The results from Table 6 indicates that the square root of each variable is well above their correlations with other constructs in the study. This means that each construct is unique and no two constructs capture the same phenomenon.

Table 6: Fornell-Lacker Criterion

	EP	OP	TCL	TSL
EP	**0.786**			
OP	0.589	**0.852**		
TCL	0.182	0.187	**0.873**	
TSL	0.105	0.110	0.067	**0.773**

Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs.

Source: Field survey (2022)

The Fornell-Larcker criterion performs very poorly, especially when indicator loadings of the constructs under consideration differ only slightly (e.g., all indicator loadings vary between 0.60 and 0.80). When indicator loadings vary more strongly, the Fornell-Larcker criterion's performance in

detecting

discriminant validity issues improves but it is still rather poor in assessing

overall discriminant validity (Voorhees, Brady, Calantone, & Ramirez, 2016).

As a remedy, Henseler, Ringle and Sarstedt (2015) propose assessing the

Heterotrait Monotrait ratio (HTMT) of the correlations. According to Henseler

et al (ibid), a latent construct has discriminant validity when its HTMT ratio is

below 0.850. The results presented in Table 7 show HTMT values well below

0.850.

Table 7: Heterotrait - Monotrait Ratio (HTMT)

	EP	OP	TSL	TCL
EP				
OP	**0.192**			
TSL	0.511	**0.119**		
TCL	0.098	0.091	**0.081**	

Source: Field survey (2022)

Assessing the Structural Model

This section provides an assessment of the hypotheses of this study.

Assessment of the structural model entails assessing collinearity among

constructs, coefficient of determination, predictive relevance, effect size, path

coefficient and its significance. In this study, both the direct and the indirect

model was run together based on the recommendation of Nitzl et al. (2016).

Table 8 shows the result for assessing multicollinearity among the

indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20

or lower and a VIF value of 5 and higher respectively indicate a potential

collinearity problem (Hair et al., 2011). More specifically, an indicator's

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VIF level of 5

indicates that 80% of its variance is accounted for by the remaining formative

indicators associated with the same construct. With respect to the endogenous

variable (organisational citizenship behaviour), the results from Table 8 shows

a minimum VIF of 1.879 and highest of 2.931, and a minimum tolerance

value of

0.423 and highest of 0.788. With respect to organisational politics, VIF (min-

1.511 and max-2.126), it indicates a minimum tolerance value of 0.346 and

highest of 0.787. The values obtained from this analysis indicated the absence

of multicollinearity between the indicators.

Table 8: Collinearity Amongst Constructs

	EP	EP	OP	OP
	(VIF)	(Tolerance)	(VIF)	(Tolerance)
Transactional Leadership Style	1.037	0.186	1.030	0.217
Transformational Leadership Style	1.582	0.268	1.457	0.351

Source: Field survey (2022)

The VIF results in Table 8 further confirms the absence of common

method bias. Based on the criteria proposed by Kock and Lynn (2012), the

occurrence of a VIF value greater than 3.3 is proposed as an indication of

pathological collinearity, and also as an indication that a model may be

contaminated by common method bias. Therefore, if all VIFs resulting from a

full collinearity test are equal to or lower than 3.3, the model can be

considered free from the problem of vertical or lateral collinearity and common method bias (Kock, 2013)

Assessing Coefficient of Determination and Predictive Relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models. Referring from Table 9, it can be concluded that leadership styles and organisational politics have a large (0.789) coefficient of determination on employees' performance, accounting for 78.9 percent of the variation in employee performance. With respect to predictive relevance, the results show a large predictive relevance of the model on the endogenous variable. This shows that the exogenous variables do well to predict the endogenous variable. The results of the effect size show that all variables have a small effect size on the endogenous variable.

Research Objective One

The first objective of this study sought to investigate the effect of leadership style on employee performance at the Cape Coast Technical University. The path model in Figure 4 shows two direct paths from leadership styles to employee performance. These paths represent hypothesis 1a and 1b. The direct effect showed that leadership styles and organisational politics accounted for 78.9 percent of the variation in employee performance.
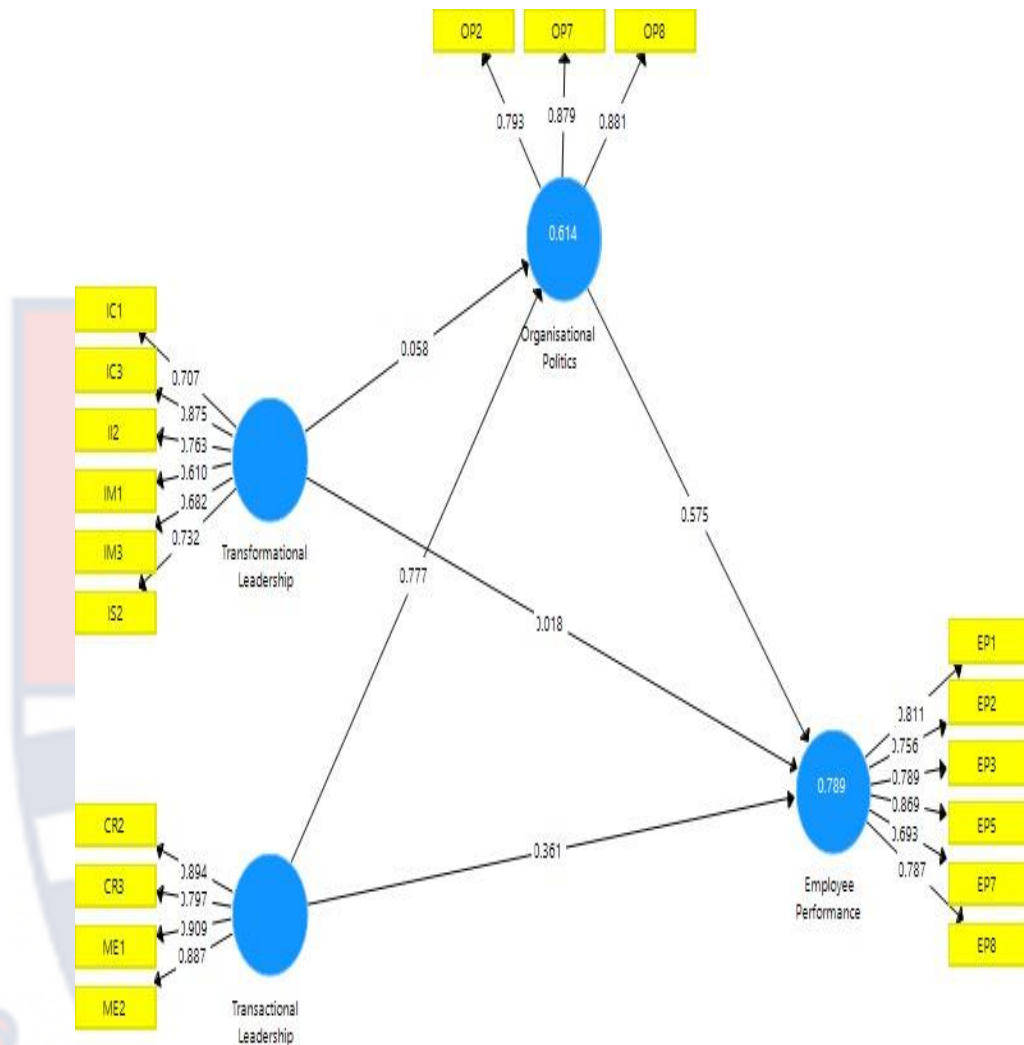
Figure 3: Outer and inner model results Source: Field survey (2022)

The first hypothesis was formulated to determine whether there is a relationship between transformational leadership style and employee performance. The formulated hypothesis thus reads:

H1a: Transformational leadership style has a positive effect on Employee performance

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Table 9: Structural model results for hypotheses 1a and 1b

	Path	T Statistics	R^2	Adjusted R^2	Q^2	P-Value	F^2
EP			0.789	0.782	0.462		
TSL	0.018	3.472				0.011	0.022
TCL	0.361	4.295				0.000	0.241

Source: Field survey (2022)

Based on the path estimation, the results of the PLS-SEM, the study reveals transformational leadership style is a significant positive predictor of employee performance among staff at the Cape Coast Technical University (Beta=0.018; p=0.011: p<0.05, Table 9, Figure 4). The path coefficient was in the same direction as hypothesized, hence the hypothesis that transformational leadership style was related to employee performance is supported. This effect of transformational leadership on employee performance at Cape Coast Technical University supports the position collectively held in some previous empirical studies that transformational leadership relates positively with employee performance.

This finding is similar to the findings of Park, Song, Yoon and Kim (2013) when it was discovered that transformational leadership has positive effect on employee performance. This position is also supported by some previous empirical studies (Lucey, 2017; Lian & Tui, 2012, Mullakhmetov, Duferovic & Ahkmetshin, 2018). The finding was in line with a study by Keller (1992) who found out that transformational leadership style is clearly related with student performances.

Also, the study's finding has been supported by other contemporary studies by Long and Mao (2008) and Ojokuku, Odetayoo and Sajuyigbe (2012). Also,

according to Eisenbeiß and Boerner (2013), this style is aimed at transforming employees or group members by altering them in the heart and mind. Puni *et al.* (2014) added that, a transformational leadership style occurs when a leader in tends to uphold the interest of his/her subordinates, once they accept the purpose and assignment given to them.

Also, Keller (1992) found out that transformational leadership and concluded that it is clearly related with worker's performance. This finding has been supported by other contemporary studies by (Eisenbeiß & Boerner, 2013; Fu- Jin, Shieh & Tang, 2011; Garcia, Llorens & Verdu, 2008; Long & Mao, 2008). From the empirical review, it was found that, transformational leadership has a strong positive effect on employee performance across several fields (Amankwaa & Anku-Tsede, 2015; Ariyabuddhiphongs & Kahn, 2017; Kehinde & Banjo, 2014; Shafie *et al.,* 2013).

The second hypothesis was formulated to determine whether there is a relationship between transactional leadership style and employees' performance.

H1b: Transactional leadership style has a positive effect employee performance

Based on the path estimation, the results of the PLS-SEM showed that transactional leadership style had a significant positive effect of employee performance ($\beta = 0.361$, $p<0.05$; Table 9, Figure 4). The path coefficient was in the same direction as hypothesized, hence the hypothesis that transactional

leadership style was related to employee performance is supported. This finding is in line with a study by Islam, Aamir, Ahmed and Muhammad (2012) who stressed that transactional leaders implement rules and regulations, propose writ of authority, establish and focus on certain goals, and also direct subordinates to attain pre- determined objectives. Udoh and Agu (2012) added that, the transactional leader focuses on short term tasks and as such, practicing "management by exception" is preferable to rewarding better work. The leader could also take corrective actions if expected standards are unmet by employees or group members.

On the contrary, Kehinde and Banjo (2014) noted that transactional leadership has a negative correlation with employee performance, also according to Sithole and Sudha (2014), there is a positive relationship between transactional leadership style and employee turnover intentions. This implies that, this style does not favour employees and as such, affect their job performances which induces them to intend quitting. In Algeria, Brahim, Ridic and Jukic (2015) found that, transactional leadership style had no significant relationship with employee performance in the banking institutions. It could be deduced from the reviews that, transactional leadership style has a relationship with employee performance but, however, this relationship is usually weak or negative, but most of these studies cut across several fields but few of them are directly related to educational fields (academic institutions).

A summary of the decisions with respect to objective one is presented in Table 10

Table 10: Summary of Objective 1

Hypothesis	Beta	t-value	Decision
TSL-EP	0.018	3.472	**Supported**
TCL-EP	0.316	4.295	**Supported**

Source: Field survey (2022)

The two stated hypotheses as part of the first objective were both supported by the findings of the study since their p-values were <0.05. The results, show that, transactional leadership style had the highest significant effect on employee performance due to the magnitude of its path coefficient (0.316), this is followed by transformational leadership style (0.018). It should be noted that transactional leadership style has a higher effect on employee performance among staff at the Cape Coast Technical University than transformational leadership style.

Research Objective Two

The second objective sought to assess the effect of organisational politics on employee performance. The objective was tested as part of the entire model, representing the direct path from organisational politics to employee performance. Thus, it was hypothesised that;

H2: Organisational politics has a positive effect on employee performance

Table 11: Structural Model Results for Hypothesis 2

	Path	T Statistics	R^2	Adjusted R^2	Q^2	P-Value	F^2
EP			0.614	0.606	0.433		
OP	0.575	7.607				0.000	0.605

Source: Field survey (2022)

Based on the path estimation, the results of the PLS-SEM showed that organisational politics had a significant positive effect of employee performance (β = 0.575, p<0.05; Table 11, Figure 4). The results show that the organisational politics at the Cape Coast Technical University is a key determinant of employees' performance and hence, organisational growth and survival. Comparatively, organisational politics (0.575) shows a large effect on employee performance. The results also show that organisational politics has a large effect (0.605) on employee performance based on the criteria of Hair et al. (2019). Therefore, based on the direction and the significance of the path between organisational politics and employee performance, the study supports the assertion that organisational politics has a positive effect on employee performance.

The findings of this objective are supported by the social exchange theory. Based on the principle of reciprocity, when the right resource for employees' wellbeing and voices are provided, it gives employees a perception of a conducive political environment that supports their performance. The study is in line with the findings of Ghashghaeinia and Hafezi (2015), who

concluded that there was a positive effect of perception of organisational politics on employee performance. Similarly, Ameer (2017), concluded that organisational politics had a positive effect on employee performance in the educational sector.

Research Objective Three

The third objective of this study sought to examine the mediating role of organisational politics on the relationship between leadership style and employee performance at the Cape Coast Technical University. Given that leadership style has a significant effect on employee performance, and organisational politics also has a positive effect on employee performance, a mediation test was possible. As Nitzl (2016) had indicated, a significant indirect effect is the only prerequisite for

establishing a mediation effect. This objective formed the basis for testing this hypothesis. According to the procedure outlined by Hair et al (2017), the mediating effect of organisational politics on the nexus between leadership style and employee performance was examined through bootstrapping.

The results of the total effect are presented in Table 12. It indicates the significance of every path hypothesised in the model. With respect to transactional leadership style, the results indicate that transactional leadership style has a positive influence on both employee performance and organisational politics. Also, transformational leadership style had a significant influence on both employee performance (p= 0.011) and organisational politics (p=0.000), this shows that the variable (OP) is fit for mediation analysis.

Table 12: Total Effect

	Path	T Statistics (|O/STDEV|)	P-Values	f^2
TSL-> EP	0.018	3.472	0.011	0.019
TSL -> OP	0.058	3.552	0.009	0.024
OP-> EP	0.575	7.607	0.000	0.605
TCL -> EP	0.361	4.295	0.000	0.241
TCL -> OP	0.777	6.834	0.000	0.558

Source: Field survey (2022)

From Table 12, it can also be inferred that transformational leadership style has a direct influence on employee performance (p=0.000), and a positive relationship was also recorded between transformational leadership style and organisational politics (path= 0.058). It was also found that, the relationship

between the constructs was significant (p=0.011 and 0.009). Transformational leadership style, therefore, can have an increased influence on stimulating employee performance. In this study it has been concluded that organisational politics has a positive influence on employee performance (p= 0.000). Having already established a positive relationship between transactional leadership style and employee performance (p=0.000), the relationship between transactional leadership style and organisational politics is also significant (p=0.000).

Table 13 shows the coefficient of determination and predictive relevance of the model on the two endogenous variables. The results show that the entire model accounts for 78.9% of the variation in the performance of employees at the Cape Coast Technical University. According to Chin (1998),

an R^2 value of 78.9% indicates a large variation, which is sufficient (Hair et al, 2017). Also, with respect to the mediating variable, the results show that 57.5% of the variation in employee performance is accounted for by organisational politics. The Stone-Geisser's Q^2 statistic (Stone, 1974) was used to assess the predictive relevance of the model. The model shows a predictive relevance of 0.462 for employee performance and 0.433 for organisational politics indicate large predictive relevance according to Hair et al (2016).

Table 13: Coefficient of Determination (R^2) and predictive relevance

	R Square	R Square Adjusted	Q² (=1-SSE/SSO)
EP	0.789	0.782	0.462
OP	0.614	0.606	0.433

Source: Field survey (2022)

Based on the positive significant effect of the mediating variable (organisational politics) on employee performance, and the positive effect of transactional and transformational leadership styles on organisational politics, the specific indirect effect was assessed to determine the nature and type of mediating effect as proposed by (Niltz et al., 2016 & Hair et al., 2017). The mediation analysis was tested between the two types of leadership style adopted for the study and employee performance. This led to testing for two hypotheses with respect to the indirect effect. The results of the specific indirect effect are presented in Table 14.

Table 14: Structural model results for hypotheses 3a and 3b

	T Statistics (|O/STDEV|)	P Values	Decision
TSL-> OP->EP	3.883	0.008	**Supported**
TCL-> OP->EP	4.610	0.000	**Supported**

Source: Field survey (2022)

The first step of testing the effect of the exogenous variable on the mediating variable showed that both transactional and transformational leadership styles had a significant relationship with organisational politics. The results from Table 15 shows that organisational politics mediates the relationship between transformational leadership style and employee performance. Based on the criteria of Carrión et al (2017), the nature of the mediation of organisational politics is a complimentary partial mediation. This is because both the direct and indirect effect is statistically significant and are both positive (TSL -> EP, 0.011; TSL -> OP, 0.009). The findings lead to the conclusion that transformational leadership style can be complemented by creating a conducive political environment that supports employees in improving upon their performance within the educational sector.

The results also show that the path between transactional leadership style- organisational politics-employee performances is significant. This leads to the conclusion that organisational politics mediates the relationship between transactional leadership style and employee performance. Based on Carrión et al (2017), the nature of the mediation of organisational politics is a complimentary partial mediation. This is because both the direct and indirect effect is statistically significant and are both positive (TCL -> EP, 0.000; TCL -> OP, 0.000). The findings lead to the conclusion that transactional leadership

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style can be complemented by creating an political environment that engages employees in fulfilling their obligations and been attended for improved performances. This finding supports the position that organisational politics integrate members so that they know how to relate to one another and to help the organisation adapt to the external environment (Amah & Daminabo-Weje, 2013; McShane & Von-Glinow, 2006) and this has improved the effect of organisational politics on employee performance among staff at the Cape Coast Technical University. It also confirms the position of previous studies which found that, organisational politics positively relates with employee performance (Ameer, 2017; Mahanty & Rath, 2012). This study also supports the claim that organisational politics mediates perceived leadership style and organisational performance (Soieb, Othman & D'Silva, 2013; Khan, Ismail, Hussain & Alghazali, 2020).

Chapter Summary

This chapter began with a description of the respondents to the study. The chapter included an assessment of the influence of leadership style on employee

performance. The second objective assessed the influence of organisational politics on employee performance. The results of the study concluded that employees are able to improve more on their performances when the required political environment is perceived to be conducive from the perspective of employees. The study also showed that there was a positive relationship between leadership style and organisational politics. Indicating that immediate supervisors and leaders within the higher educational institutions play an important role in creating a conducive political environment for improved

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performances within their various units and departments. The chapter concluded with assessment of the mediating role of organisational politics on the relationship between leadership style and employee performance. Based the social exchange theory, the study concluded that when leaders supply the needed resource and the conducive political environment, employees reciprocate by engaging more and improving on their performances. The next chapter presents the conclusions and recommendations of the study.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to investigate the influence of leadership styles on employee performance at the Cape Coast Technical University: the role of organisational politics. The previous chapter provided information in respect of the findings and discussions made. This chapter presents information relating to the summary of the key findings, the conclusions drawn in respect of the specific research objectives and that of the recommendations offered in respect of the study.

Summary of Findings

The first objective examined the leadership style on employee performance at the Cape Coast Technical University. It was discovered that leadership styles account for a statistically significant positive variance in employee performance in Cape Coast Technical University. Transactional leadership makes the strongest statistically significant positive contribution to predicting employee performance when the effect of other factors in the model are statistically controlled for. Furthermore, the study demonstrates that transformational leadership style makes a moderate statistically significant positive contribution to predicting employee performance when the effect of other factors in the model are statistically controlled for.

The second objective examined the effect of organisational politics on employee performance at the Cape Coast Technical University. It was found that organisational politics accounts for a statistically significant positive variance in employee performance at Cape Coast Technical University. The

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contribution of organisational politics to predicting the 57.5% positive change in employee performance shows that organisational politics makes a statistically significant unique positive contribution.

Objective three assessed the mediating role of organisational politics on the relationship between leadership style and employee performance at the Cape Coast Technical University. It was found that organisational politics is a significant positive mediator of the predictive relationship between leadership style and employee performance among staff at the Cape Coast Technical University. The mediating effect of organisational politics in the context of this study is complimentary partial mediation.

Conclusions

Conclusively, the study proves leadership styles relates significantly in a positive manner with employee performance. Organisational politics also positively and significantly relates with employee performance. Similar is the position of the relationship between leadership style and organisational politics at the Cape Coast Technical University. Transformational leadership and Transactional leadership styles positively relates with employee performance at Cape Coast Teaching Hospital. There is a good level of employee performance among staff at the Cape Coast Technical University. Leadership styles account for a statistically significant variance in employee performance at the Cape Coast Technical University.

With respect to the second objective, this study concludes that organisational politics among staff at the Cape Coast Technical University has a significant influence on employee performance. It can further be concluded that, a healthy political environment within the institutions, especially, within the higher educational institutions would stimulate healthy competitions among staff which would in turn result in improvement in the performance of employees and thence, overall organisational growth. Likewise, the adverse may also tend to create an unconducive climate or setting at the workplace resulting to poor performance among staff.

For the third objective, the study concluded that, leadership styles (transactional and transformational leadership styles) can best be considered as variables needed to stimulate increased performance among employees, when there is the perception of a conducive political environment form the perspective of the employee within the organisation. It was also concluded that, the mediating effect of organisational politics in the context of this study is complimentary partial mediation.

Recommendations

Based on the findings of this study, the following recommendations are being offered to the various stakeholders that may rely on the findings to make decisions concerning the interplay of leadership styles, organisational politics and employee performance among staff in the higher educational institutions in Ghana and beyond. First of all, the study recommends to leaders in tertiary institutions in general and those working in Cape Coast Technical University to adopt transactional leadership and transformational leadership styles in leading the workforce in their respective organisations. This call is

based on the fact that the study proves transactional and transformational leadership styles are significant positive predictors of employee performance. Therefore, both transactional and transformational leadership styles should be given due managerial attention so as to improve the level of performance among staff in the Cape Coast Technical University. The study therefore recommended that, policy makers in the educational sector should improve current policies geared towards student development.
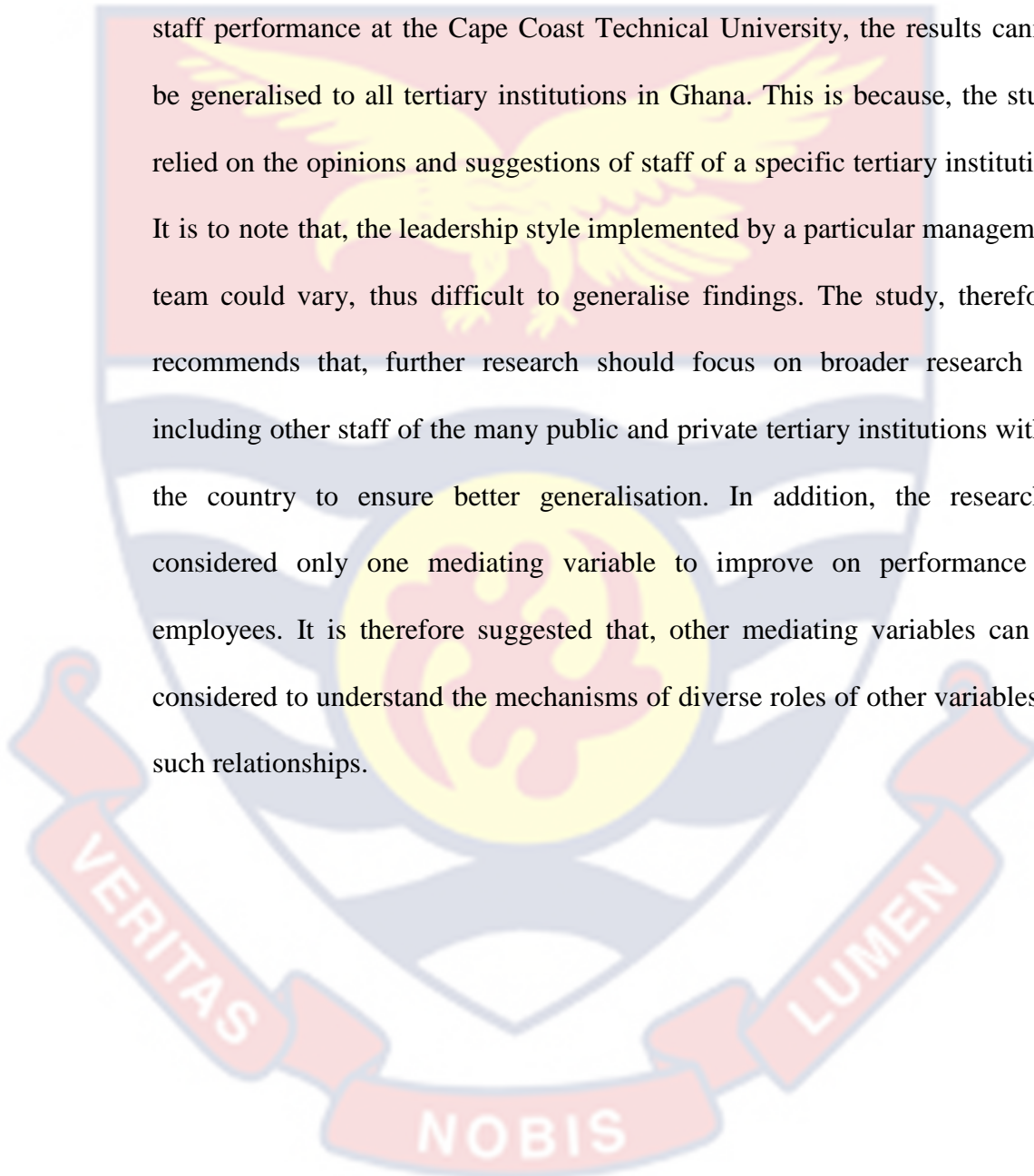
The study also proves that organisational politics predicts significantly positive variance in employee performance in the Cape Coast Technical University, hence it is recommended conscious managerial effort needs to be expended to create and maintain a supportive and healthy political environment that builds the level of participation among staff, and hence, improving on their performance. Again, the study proves leadership styles improve the level of performance among staff in the Cape Coast Technical University but the presence of organisational politics improves this significant impact of leadership styles on employee performance. Therefore, corporate leaders in the tertiary institutions must orient their transactional and transformational leading to fit the political climate so as to improve the state of performance among staff in the university.

It is also recommended that, organizing leadership programme for corporate leaders in the tertiary institutions is a step in the right direction. Such leadership training programmes have the capacity to improve on the leadership skills to foster efficiency in operations of the technical university. Such leadership training programmes should be conducted periodically and evaluated at the end of each session. Equal opportunity should be given to all

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APPENDIX: QUESTIONNAIRE

Dear Sir/Madam,

University of Cape Coast College of Humanities and Legal Studies

School of Business, Department of Management

With this instrument, you are invited to participate in a research project entitled Leadership Style and Employee Performance, Case of Cape Coast Technical University: The Role of Organisational Politics. This is in partial fulfilment in the award of a Master's degree at the University of Cape Coast. As a result, any information given would be treated with utmost confidentiality. Please select the appropriate options for the questions by checking their corresponding boxes. Thank you for your time.

Section A: Background of respondents

1. Sex of respondent: [1] Male [2] Female

2. Age (years) of respondent: [1] Below 30 [2] 31 – 40 [3] 41 –50 [4] 51 – 60 [5]

   Above 60

3. Level of Staff: Junior staff [1] Senior Staff [2] Managerial [3]

4. Marital Status: Married [1] Divorced [2] Single [3]

5. Number of years working at the institution: Less than 5 year [1] 5 to 10 years [2] 11 – 15 years [3] 16 – 20 years [4] 20 years and above

6. What is your highest academic qualification? HND/Diploma [1] First Degree [2] Post Graduate [3] Professional Qualification [4]

SECTION B: LEADERSHIP STYLE

Please indicate your agreement level with respect to the underlying statements of leadership style of your supervisor by ticking ($\sqrt{}$) the most appropriate column: Where 1 represents the lowest agreement whilst 7 represents the highest agreement

Transformational Leadership Style							
II1… I have complete faith in my supervisor	1	2	3	4	5	6	7
II2… I am proud to be associated with my Supervisor	1	2	3	4	5	6	7
II3... Makes others feel good to be around him/her	1	2	3	4	5	6	7
IM1... Expresses in a few words what we could and should do	1	2	3	4	5	6	7
IM2... Provides appealing images about what we can do	1	2	3	4	5	6	7
IM3... Helps me find meaning in my work	1	2	3	4	5	6	7
IS1... Enables others to think about old problems in new ways	1	2	3	4	5	6	7

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IS2… Provides others with new ways of looking at puzzling things.	1	2	3	4	5	6	7
IS3. Gets others to rethink ideas that they had never questioned.	1	2	3	4	5	6	7
IC1... Helps others develop themselves	1	2	3	4	5	6	7
IC2... Let others know how he /she thinks we are doing	1	2	3	4	5	6	7
IC3… Gives personal attention to others who seem rejected.	1	2	3	4	5	6	7
Transactional Leadership Style							
CR1... Tells others what to do if they want to be rewarded for work.	1	2	3	4	5	6	7
CR2… Provides recognition/rewards when others reach their goals.	1	2	3	4	5	6	7
CR3…. Calls attention to what others can get for what they accomplish.	1	2	3	4	5	6	7
ME1... is always satisfied when others meet	1	2	3	4	5	6	7

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agreed-upon standards							
ME2… As long as things are working, my supervisor does not try to change anything	1	2	3	4	5	6	7
ME3… Tells us the standards we have to know to carry out our work	1	2	3	4	5	6	7

SECTION C: ORGANISATIONAL POLITICS

Please rate the following with respect to the climate in your organisation by ticking (√) the most appropriate column: Where 1 represents the lowest agreement whilst 7 represents the highest agreement.

ORGANISATIONAL POLITICS							
OP1…People in this organisation attempt to build themselves up by tearing others down.	1	2	3	4	5	6	7
OP2…There has always been an influential group in this department that no one ever crosses.	1	2	3	4	5	6	7
OP3…Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	1	2	3	4	5	6	7
OP4…There is no place for yes-men around here; good ideas are desired even if	1	2	3	4	5	6	7

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it means disagreeing with superiors.							
OP5…Agreeing with powerful others is the best alternative in this organisation.	1	2	3	4	5	6	7
OP6…It is best not to rock the boat in this organisation.	1	2	3	4	5	6	7
OP7… Sometimes it is easier to remain quiet than to fight the system.	1	2	3	4	5	6	7
OP8…Telling others what they want to hear is sometimes better than telling the truth.	1	2	3	4	5	6	7
OP9…It is safer to think what you are told than to make up your own mind.	1	2	3	4	5	6	7
OP10… Since I have worked in this department, I have never seen the pay and promotion policies applied politically.	1	2	3	4	5	6	7
OP11… I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.	1	2	3	4	5	6	7
OP12…None of the raises I have received are consistent with the policies on how raises should be determined.	1	2	3	4	5	6	7

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OP13…The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined.	1	2	3	4	5	6	7
OP14…When it comes to pay raise and promotion decisions, policies are irrelevant.	1	2	3	4	5	6	7
OP15…Promotions around here are not valued much because how they are determined is so political.	1	2	3	4	5	6	7

SECTION D: EMPLOYEE PERFORMANCE

Please rate your level of agreement (from 1 to 7) with the following statement, Where, 1 represents the lowest agreement whilst 7 represents the highest agreement.

EMPLOYEE PERFORMANCE							
EP1…My performance in the school is measured by my ability to respond quickly to problems	1	2	3	4	5	6	7
EP2…I perform all tasks given to me by my authorities.	1	2	3	4	5	6	7
EP3… On the job, I exhibit zeal about the job and a consequent willingness to work hard and energetically.	1	2	3	4	5	6	7

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	1	2	3	4	5	6	7
EP4… On the job, I exhibit a willingness to go beyond what the job requires and act before being asked.	1	2	3	4	5	6	7
EP5… I exhibit an ability to see the whole, parts and relations and use this to Set priorities, plan,anticipate and evaluate.	1	2	3	4	5	6	7
EP6…On the job, I always get things done on time.	1	2	3	4	5	6	7
EP7… My superior is never disappointed in the quality of work that I produce.	1	2	3	4	5	6	7
EP8… I continue to be productive even when my superior is out of the workplace for an extended period of time.	1	2	3	4	5	6	7
EP9… My superior never has to check up on me.	1	2	3	4	5	6	7
EP10… On the job, I express an underlying concern for doing things better, for improving situations.	1	2	3	4	5	6	7

Thank you for your time and effort in filling this questionnaire