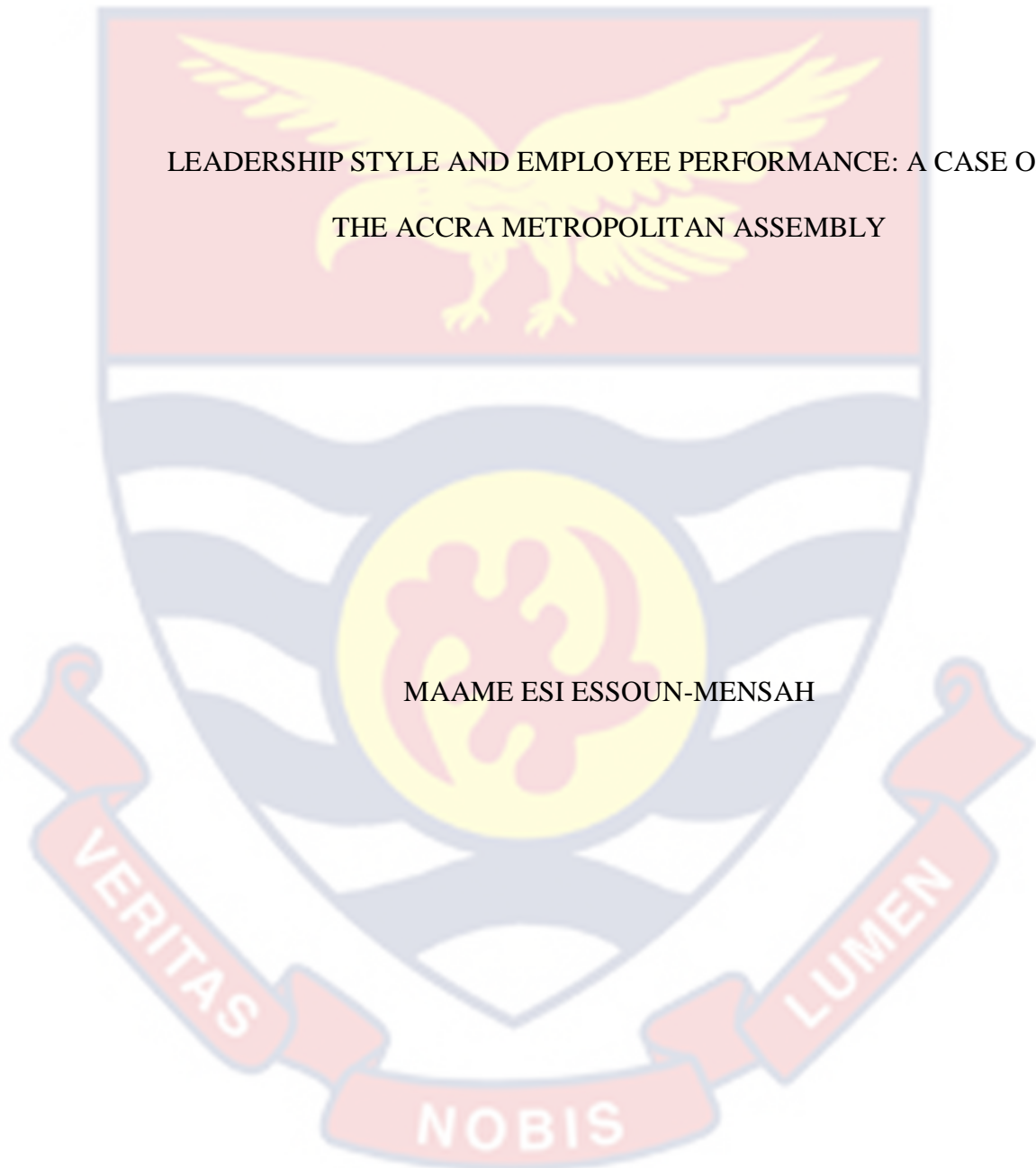


UNIVERSITY OF CAPE COAST



LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE: A CASE OF
THE ACCRA METROPOLITAN ASSEMBLY

MAAME ESI ESSOUN-MENSAH

2022

UNIVERSITY OF CAPE COAST



LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE: A CASE OF
THE ACCRA METROPOLITAN ASSEMBLY

BY

MAAME ESI ESSOUN-MENSAH

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

SEPTEMBER 2022

DECLARATION

Candidate's Declaration

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

Candidate's Signature Date:.....

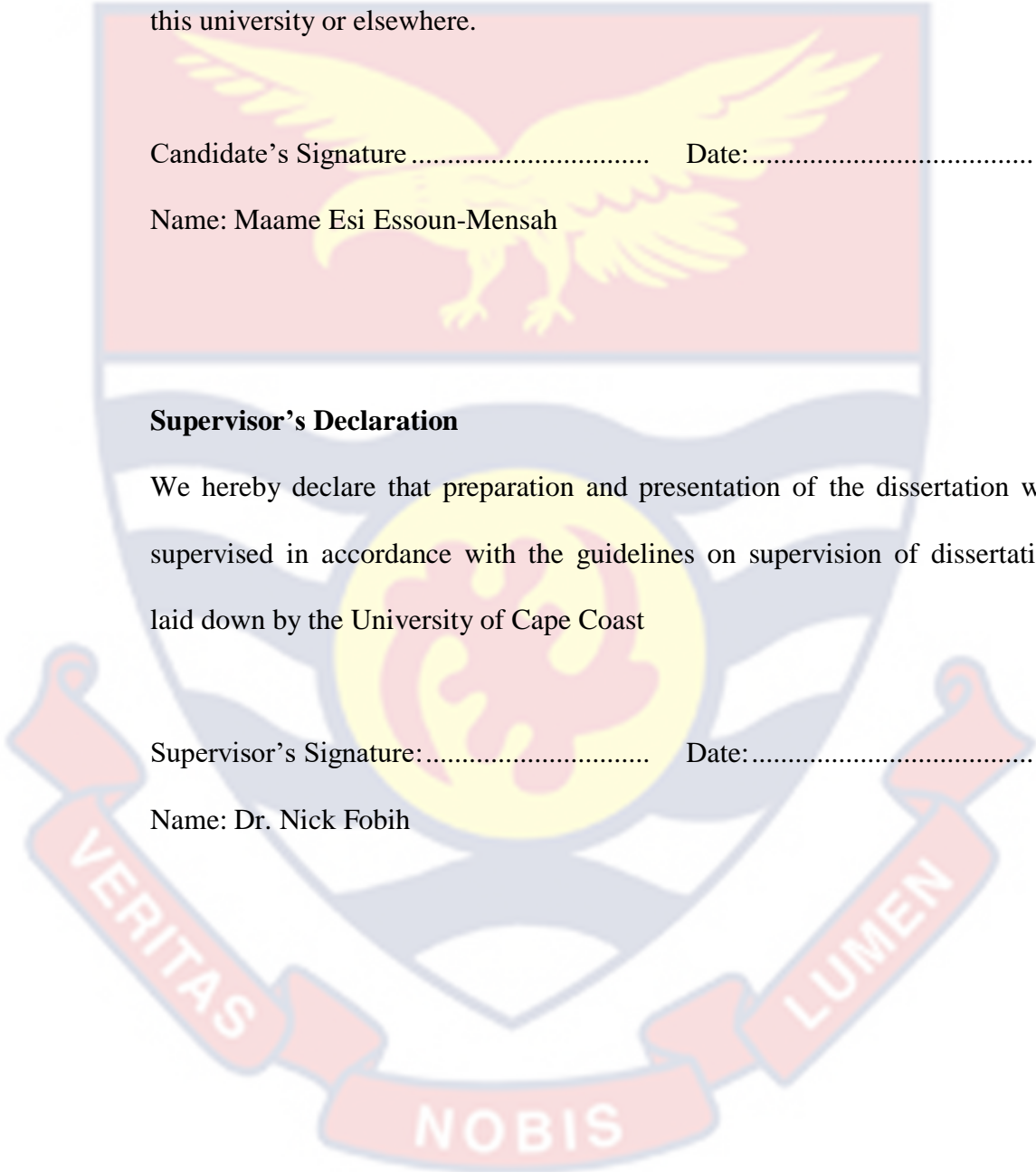
Name: Maame Esi Essoun-Mensah

Supervisor's Declaration

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

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

Name: Dr. Nick Fobih



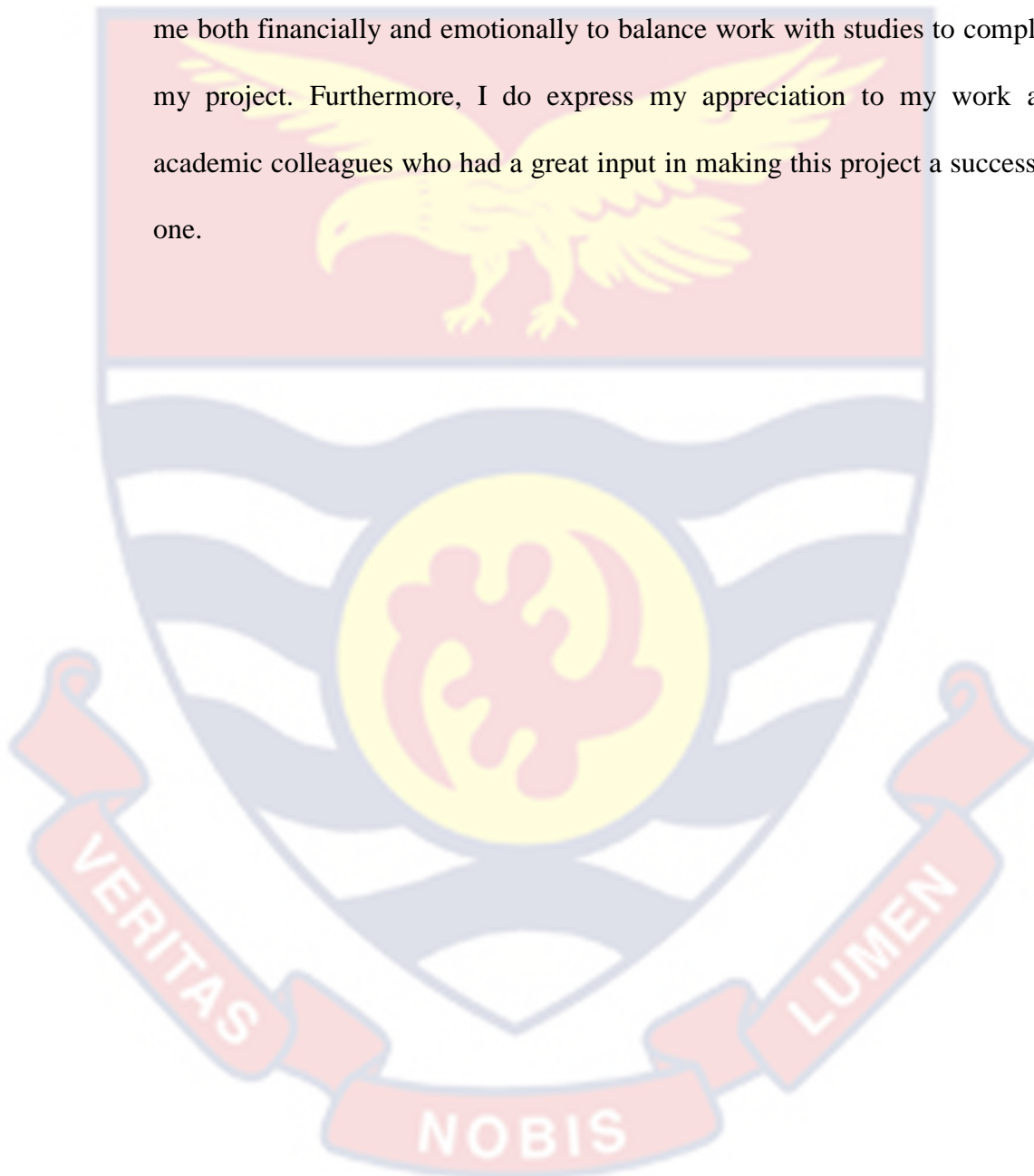
ABSTRACT

The purpose for the study was to recognize how employee performance and leadership style adopted at the Accra Metropolitan Assembly are related. This study used the quantitative research method to study all the type of leadership styles exhibited at the assembly. AMA has an estimated population of 150 employees at different levels of the organisation and departments. The study used a questionnaire which was semi-structured as well as easy to administer to gather data for the study. For purposes of data analysis, the study employed SPSS version 26 to examine the primary data. The impacts of leadership style on the productivity of the workforce of AMA were analysed. The study found out that democratic leadership has positive but insignificantly related to employees' job discharge, autocratic leadership style also emerged to be negative and insignificantly related to employees' task discharge. Also, paternalistic, charismatic and servant leadership style were found to be negative and insignificantly related to employees' task performance. Lastly, visionary leadership style was found to be positively but insignificantly related to employees' task discharge in the Accra Metropolitan Assembly. The presence of transformational, democratic, laissez faire and visionary leadership style can have a significant impact on employee performance. Considering the results discussed above, it is recommended that there should be a well-crafted policy which will enforce a periodic leadership training to department heads to boost the service productivity of the assembly.

ACKNOWLEDGEMENTS

My utmost appreciation first of all is to my supervisor, Dr. Nick Fobih for his professional supervision in all the length and breadth of the study.

I am too thankful to my husband, Emmanuel Bediako, who supported me both financially and emotionally to balance work with studies to complete my project. Furthermore, I do express my appreciation to my work and academic colleagues who had a great input in making this project a successful one.



DEDICATION

To my husband, Emmanuel Bediako

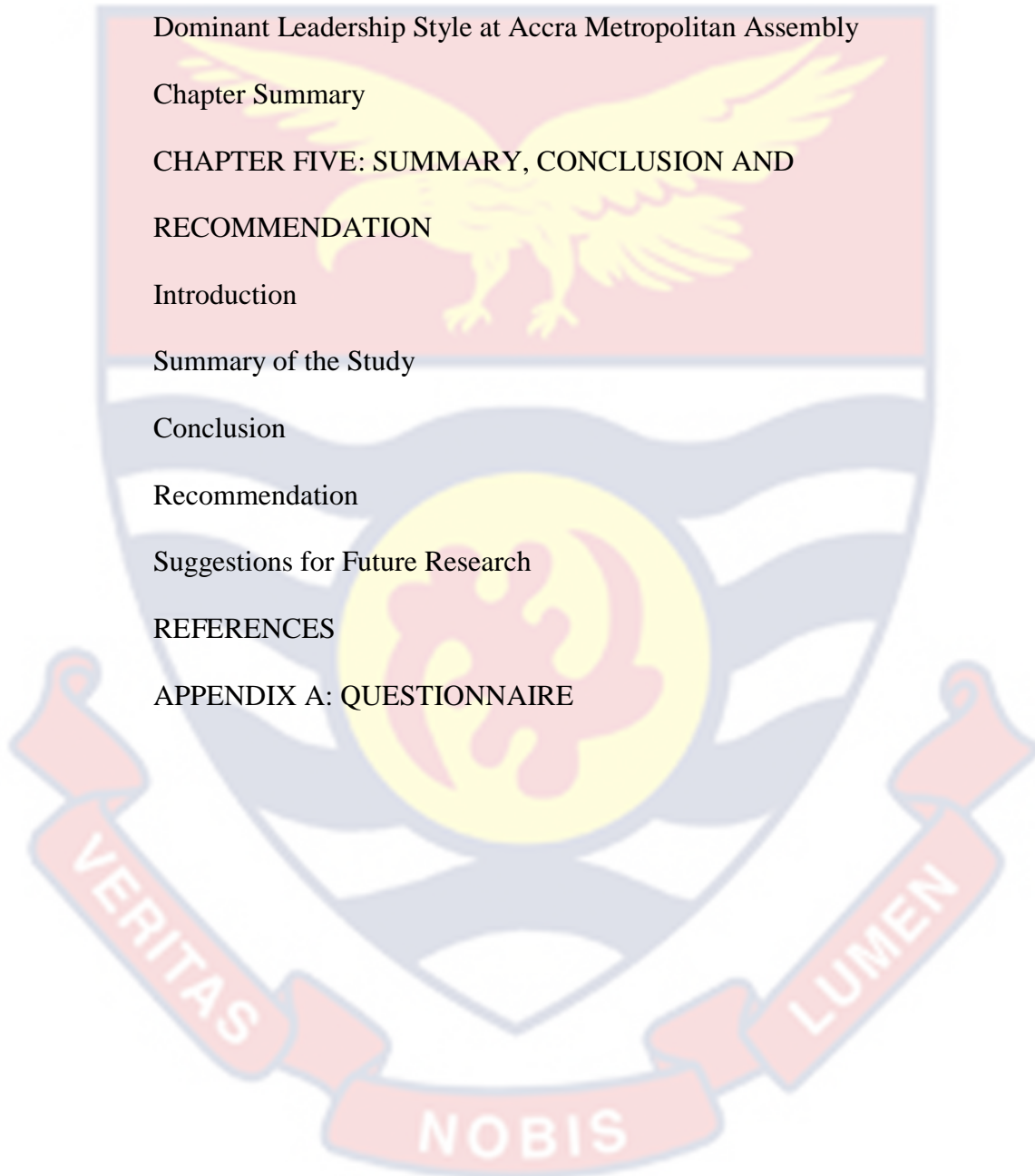


TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	2
Statement of the Problem	4
Purpose of the Study	6
Research Objectives	6
Research Questions	6
Significance of the Study	6
Delimitations	7
Limitation of the Study	7
Definition of Terms	7
Organisation of the Study	8
Chapter Summary	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	10
Theoretical Review	10
Trait and Behavioural Theory	11
Situational and Contingency Theory	12
Conceptual Review	16

Employee Performance	16
Leadership Style	17
Democratic Leadership Style	18
Autocratic Leadership Style	18
Laissez-faire Leadership Style	19
Transactional Leadership	20
Transformational Leadership Style	21
Empirical Review	21
Conceptual Framework	23
Chapter Summary	24
CHAPTER THREE: RESEARCH METHODS	
Introduction	26
Research Design	26
Study Organisation	27
Population	27
Sampling Procedure	27
Data Collection and Analysis	28
Validity and Reliability	29
Data Collection Procedure	29
Ethical Consideration	30
Chapter Summary	30
CHAPTER FOUR: ANALYSIS AND DISCUSSION	
Introduction	31
Response Rate	31
Demographic Characteristics of Respondents	31

Gender	32
Academic Qualification	32
Tenure of Service	33
The Relationship between Leadership Style and Employees' Performance	33
Dominant Leadership Style at Accra Metropolitan Assembly	39
Chapter Summary	42
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	
Introduction	43
Summary of the Study	43
Conclusion	44
Recommendation	44
Suggestions for Future Research	45
REFERENCES	46
APPENDIX A: QUESTIONNAIRE	56



LIST OF TABLES

Table	Page
1 Demographic Characteristics of Respondents	32
2 Relationship between Leadership Styles and Employee Performance	34
3 Model Summary	38
4 Dominant Leadership Style	40



LIST OF FIGURES

Figure		Page
1	Conceptual Framework of Study	24



CHAPTER ONE

INTRODUCTION

In all social settings, management and leadership are a major determinant of every other activity in the organisation. This means that for societies, organisations, companies and non-governmental organisations to succeed, leadership plays a key role. One of the key factors that leads to the fold up of many indigenous Ghanaian businesses is continuity in leadership. As rightly stated by Ricketts (2005), leadership is pivotal in every aspect of an organisation, making it a very pivotal function. Reiterating the significance of leadership in social settings, Kai (2013), asserted that in any organisational establishment, the leadership style employed is very significant in the performance of an organisation. The leadership style establishes the direction of organisation, including the development and implementation of policies for the organisation. Chapter one of the study starts with an introduction of significance of leadership in every social setting. This is immediately taken after by an overview and leadership styles and workforce productivity, why leadership style and employee performance is a problem at the assembly, the purpose of the study and what the study seeks to achieve including research questions and the importance of the study, explanations of the terms adopted in the study and the limitations posed as a result of time restrictions, as well as the delimitations considering the approaches adopted for the study. Finally, the chapter is summarized to bring out the main idea.

Background to the Study

Every organisation considers its main aim of achieving a sustained competitive advantage and to create a lasting effective relationship between its shareholders (Robbin & Judge, 2014). According to Drucker (2007), the success of every business organisation is a function of its performance. Peterson, Smith, Martorana and Owens (2003), have already emphasized that leadership plays a significant role in an organisation and those roles are very critical for improving organisational performance and achieving competitive advantage. This means that the critical role played by leaders in any organisation is core to the organisation's success. This has become particularly important especially considering how product life cycles have been very short and it would need a high level of innovation to remain competitive.

Leadership style and trait is a major factor that every organisation has to keep an eye on to ensure the maximum interactions between employees in the work environment (Yukl, 2009). According to Politis (2003), when leaders are supportive, they encourage workers to put their utmost best and productivity in accomplishing the over-arching strategy of the organisation. Other types of leadership style which is closely related to improving productivity is the transformational leadership style (Senge, Roberts, Ross, Smith & Kleiner, 1994). In creating an environment of employee engagement, one need to consider the several leadership variables and work-related components which is the propelling force in creating an improved level of employee motivation (Lockwood, 2007). The work-related components include the perceived support of the organisation in helping employees achieve their career objective, how easier it is for employees to understand

how the reward schemes have been designed in the organisation, as well as their ability to predict their rewards in the face of all the efforts puts in place (Ram & Prabhakar 2001).

Advancing work-related components in the earlier paragraph, researchers such as Shuck (2010); McBain (2010), Ram and Prabhakar (2011), have identified several organisational related factors and work-related factors as a significant input of employee engagement. Lockwood (2007), commented that employee engagement is the degree to which an employee remains committed to an organisation both intellectually and emotionally, which has long term effect on organisational performance. This means that the organisational related factors instituted by the leaders of an organisation is very significant in determining the breadth of commitment of employees in a work setting. Employee engagement was found to be positively correlated with organisational variables such as procedural and distributive justice, reward and recognition, and psychological climate (Shuck, 2010). According to McBain, effective employee engagement is a process that takes a substantial period of time and commitment to complete. A high level of dedication from the organisation's executives is among the important factors that influence employee engagement. This means that it must be deliberate institutional policy set up by the leaders of the organisation to achieve efficiency.

According to Stogdill (1974), a leadership style is a way of organizing people's actions so that organisational strategies can be planned and carried out to achieve shared objectives. In this study, "leadership styles" refers to the management strategy used by managers and supervisors to persuade staff to carry out their duties and meet organisational objectives. Amegayibor (2018)

identified that leadership styles are directly linked to employee performance. Amegayibor identifies employee performance as the ability to understand one's area of responsibility. He also added that meeting deadlines as clearly defined by a work breakdown structure is very essential in measuring performance.

A good or bad performance of any organisation and its employees is reported to management. Management then compares the actual performance of the employees with their expected performance and a corrective action is taken from there. Because leaders have the opportunity of reviewing employee's performance, in most cases, when employers fail to take corrective action, the leaders may be sacked. If a leader is competent in discharging his responsibility, it is expected that it will reflect in how workers are engaged in the work environment (Seijts, 2004). In addition to this, Lockwood (2007), suggests that good communication is a principal factor in improving employee performance. In this situation, a supervisor who has the authority to issue instructions can promote employee involvement. Again, Watson (2009), emphasized that a leader's responsibility is to boost employee engagement, which may be accomplished through a leadership approach and a commitment to common values.

Statement of the Problem

The concept of a connected global world has placed an enormous weight on leadership as a very vital part of an organisation's growth and survival, especially in developing countries like Ghana. Because competition is daily, there is always a pressure on leaders of organisations to compete both locally and internationally by adopting best practices. Therefore, leaders must

put concerted efforts in place to deal with this challenge. This includes, but not limited to, giving the employees the ability to make recognized decisions and increasing delegation, environmental conditions created by policies of the organisation, as well as leaders' inspirational capabilities, all of which are a factor of employee satisfaction.

As indicated by Reddins (1990), leadership styles must match the different situations that exist in an organisation, and each of these leadership styles is most effective when the leader has a clear idea of what can be accomplished, communicates well with others, and develops plans for achieving the goal. The significant of this is that a leadership style works best when it produces positive results for the individual subordinates, and the organisation. Therefore, it is crucial to look into the leadership style and how it affects the productivity level of the workers of Accra Metropolitan

There have been earlier studies on leadership styles such as studies conducted by Horstmeier, Boer, Homan, & Voelpel, 2016; Mohammed, Dele, Adegboyega & Taiwo, 2015. However, the focus of these studies has been organisational performance. These studies were also conducted outside the boundaries of Ghana. Other recent studies, such as one conducted by Amegayibor (2018) also focused on leadership styles and employee performance with Ameen Sangari in focus. There have not been any studies conducted on the leadership style and employee performance on the Accra Metropolitan Assembly. This is particularly important in recent times where there seem to be a huge infrastructure deficit in the capital in the wake of executing the African Free Continental Trade Area deal. With the mandate to provide building permit in the capital of Ghana, the researcher is convinced

that the performance of its employees will contribute to reducing the infrastructure deficit in the capital city. Additionally, the previous studies indicated above were not consistent in their results. It is based on these gaps in literature on employee performance and leadership styles that necessitated this study.

Purpose of the Study

The main aim of this study is to investigate the relationship that exist between leadership style and employee performance at the Accra Metropolitan Assembly (AMA).

Research Objectives

1. To identify the relationship between leadership style and employees' performance in Accra Metropolitan Assembly
2. To examine the dominant leadership style used at the Accra Metropolitan Assembly

Research Questions

1. What is the relationship between leadership style and employees' performance in Accra Metropolitan Assembly?
2. What is the dominant leadership style used at the Accra Metropolitan Assembly?

Significance of the Study

The empirical findings from this study will show how effective leadership affects organisational performance, thereby making it extremely important. In addition to the above, this research work can be used as a framework for developing future findings on the effect of leadership on

organisational performance which can serve as the focus of future research. In addition to the foregoing, it will contribute to the body of research already existing on the subject of effective leadership and organisational performance, which will serve as an important resource for academic works and researchers considering this type of research.

This study will assist policymakers in identifying the leadership philosophies that will boost productivity in every aspect of business and among employees. The findings from this work will have a direct importance to the MCEs and DCEs of metropolitan assemblies in the nation, since it is focused on the Ghanaian setting.

Delimitations

This research is limited to the social setting of Accra Metropolitan Assembly (AMA) in the Greater Accra Region. Although there are several districts in Greater Accra Region, time and resources will not make it practicable for the researcher to reach all the districts. Therefore, conducting the research in Greater Accra Region is a cost-effective approach.

Limitation of the Study

The major limitation of this research work is the fact that it was just based on some selected leadership style, although there are several leadership styles which were not taking into consideration.

Definition of Terms

Employee: All the workforce of the organisation who have a common aim of working towards achieving the objectives of their organisation

Leadership Style: According to Stogdill (1974), a leadership style is a way of organizing people's actions so that organisational strategies can be planned and carried out to achieve shared objectives. In this study, “leadership styles” refers to the management strategy used by managers and supervisors to persuade staff to carry out their duties and meet organisational objectives.

Performance: Performance in this context refers to fulfilling one's obligations in order to further the interest of the organisation.

Organisation of the Study

This research has been organized into chapters of five. The first chapter, chapter one, begins the study and it entails the background of the study, the problem statement, the aims and research questions, the significance of the investigation, the delimitations, the limitations, the definition of words, and the organisation of the study are covered in the introduction.

Chapter two is the literature review which takes into consideration other research on the same subject and discusses their results and how they agree or disagree with the findings of this study. The third chapter is a detailed description of how data was collected and analyzed for the study. This includes the research design, description of study area, the population for the study, sample and sampling techniques, data collection instrument, reliability and validity of the research instruments and the ethical consideration. Chapter four presents the results and discussion from the data collected. The final chapter, chapter five is a summary of the research, the conclusions drawn by the researcher and the recommendation the researcher has made, taking the results of the study into consideration.

Chapter Summary

The chapter was introduced by first giving an introduction of leadership situations in the country and establishing backdrop necessitating the study. Additionally, the issue was also identified, and the goals of the study and research were described. Finally, this researcher outlined the delimitations, limitations including the organisation of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

The literature review places the study in the various body of knowledge of leadership styles and its impact on the productivity of employees. It is categorized into four major parts. The definition of leadership and two leadership theories, the second being a situational and contingency theory of leadership, are covered in the theoretical review, which is the first section of this research. The second section deals with the conceptual review, which discusses the approaches exhibited by superiors in eliciting the right response from their subordinates. Some of these styles includes the paternalistic and visionary leadership styles, as well as the infamous laissez-faire leadership style. Finally, the conceptual framework for the study was also considered. This formed the bases on which the dependent and independent variables were derived.

Theoretical Review

Leadership is the process by which employees are supported, corrected and influence to achieve the objectives of the organisation (Armstrong, 2002). This means the purpose of leadership is to steer the direction of a organized persons toward achieving some predetermined objectives and goals. Therefore, leaders bear a lot of blame whenever the objective of the organisation lags. Leaders act as facilitators who harness potentials in employees into reality for the benefit of the organisation. For a leader to be effective, the basic essential thing is that he can lead himself because this reflects the values of the leader (McGowan & Miller 2004). Therefore,

leadership has been thought of as an interdependent activity (McGowan and Miller). However, Vroom (1979), refers to the behaviour of leaders in discharging their duties as the leadership styles adopted, and this, can either motivate or demotivated the employee. The trait and behavioural theory composed by Stogdill (1974), and the contingency theory have been discussed in this section. According to the researcher, the behavioural and contingency theory of leadership are essential to this research work because they describe the circumstances in which a particular leadership style is most appropriate. Therefore, the researcher believes that there is no one optimum leadership style, but rather the demands and conditions present suggest the best suited leadership style.

Trait and Behavioural Theory

Among the earliest theories of leadership is the trait theory which contends that leaders possess a set of qualities that set them apart from followers. The premise that leadership qualities were either inherited or learned was discarded by trait theories. According to King (2011), two major characteristics, one of which is highly influenced by hereditary factors, and the other, influenced by learning, is a basic building block of leadership. A survey of the leadership literature by Stogdill came out with a tall list of qualities that leaders possess. Stogdill observed that leadership situations are not stagnant, they vary from one situation to the other and placed different demands on the leaders. This destroyed the trait theory of leadership and gave emergence to another leadership theory, discussed in the next paragraph, behavioural theory.

The behavioural theories of leadership emerged after the trait theory showed a significant shortfall in the trait theory as argue by Stogdill. The

theory posits that leaders are distinguished from their subordinates based on the behaviours they exhibit. Therefore, the theory is focused on action rather than a mental quality or internal state. According to this theory, leaders are made and developed through a deliberate creation process. It further suggests that everyone can become a leader as far as there is a commitment to the creation process. This is in sharp contrast to the position of Stogdill. Leadership skills can be developed in people through instruction and observation. The theory further suggests that there can be three types of leaders; those whose focus are on the work to be completed; those whose focus are on developing the talent in the workforce and those who will combine both approaches. In 1945, a joint research from the Universities of Michigan and Ohio State identified two primary types of leadership behaviour: employee-centered and production-centered (Hersey & Blanchard, 1988). This formed the basis for the behavioural theory.

Behavioural theory is related to the study because a leader can focus solely on the work at hand or on developing the talent of work force, and this affects the styles or behaviour exhibited in achieving the goals of the organisation. This behaviour makes him different from other people and is able to exert the leadership influence on his subordinates.

Situational and Contingency Theory

According to the situational theory of leadership, there is no one certain leadership approach that will ensure success. Due to the fact that organisational outcome and leadership style are based on situational elements related to the environment, knowing the situational factors is necessary to knowing the outcome (Cheng & Chan, 2002). Consequently, the contingency

theory postulates that the combination of a leader's personal traits and the circumstances in the organisation in which he or she is situated determines the success of that leadership style. The foregoing discussion suggests leadership styles are successful based on varied situational factors rather than a fixed style

and leaders must be flexible in their leadership style in harmony with the situations at hand.

The theory was first put forth by Fred Fiedler, who argued that an appropriate fit between a leader's level of experience and an employee's capabilities was necessary for good employee performance. The situational factors referred to by Fiedler includes the behaviour and styles adopted by the superior, as well as abilities of subordinates. The leader therefore adjusts to the situation and encourage the employees based on their strengths since it can build up the performance of the organisation. Success depends on a number of factors, including the leader's favored style, the followers' abilities and behaviours, and situational factors. Effective leadership requires calibrating one's leadership style in an attempt to respond to the specific situations in the work environment.

The situational theory of leadership suggests that leaders must consider three situational contexts, which will in turn affect their performance. These dimensions are relationships between the leader and followers, nature of work to be performed and leadership positional power. These dimensions, according to Bolden, Marturano and Dennison (2003), are very important to the success of the organisation. Leader-member relation deals with the relation between the leader and employees, as well as the trust that employee have in the leader,

and how far the leader can attract the employees (Fiedler, 1996). The degree of fidelity, dependability, and support that a leader receives from followers is known as the leader-member relationship. It is a gauge of how well-connected a group of employees is in the manager's eyes. This leader-member relationship is the one that focuses on the task to be completed and can execute punishment and rewards for completing task on time (Killian, 2007).

In the task structure, leaders feel satisfied only if a task has been accomplished for the organisation. The leaders are also seen to be best when the employees themselves have achieved a milestone, including achieving a new sales target as compared to their competitors (Killian, 2007). On the other hand, Felder (1996), addresses positional power as the power the leader has by virtue of the position he occupies in the organisation. It directly relates to the leader's capability to increase or decrease the decision-making power of employees (Killian).

The study adheres to the situation and contingency theory's guiding principles. Among these is the premise that a leader's success is dependent on the fit between the style he has adopted, his personal abilities and the behaviours shown by his followers, and the environment (situation). A leader must also adjust to changes in the situational conditions in order to be effective, thereby allowing more flexibility in the style exhibited. According to the study, there is no one leadership style that works best in every circumstance. A leader must therefore exhibit flexibility.

Servant Leadership Style

Servant leadership style is the type of leadership style where the leader focuses on both the task and responsibility of the employee, as well as the

development of the employee (Amegayibor, 2018). Shive and Dorn (2012), add to this by saying that the servant leader has a responsibility toward the health and safety of society and the people in the society.

Amegayibor (2018) conducted research on the effect of leadership style and employee performance at the Ameen Sangaari company in 2018. He used a sample size of 300 employees from the organisation and also adopted the quantitative approach to research. The results of the study showed that the servant leadership style does not have an impact on the performance of employees.

Visionary Leadership Style

Visionary leadership style is the approach to leadership where the leader is able to create a vision for the future of his followers and inspiring them to achieve the vision. A visionary leader inspires employees to adopt new and innovative ways of solving organisational problems.

Amegayibor (2018) conducted research on the effect of leadership style and employee performance at the Ameen Sangaari company in 2018. He used a sample size of 300 employees from the organisation and adopted the quantitative approach to research. The results of the study showed that the visionary leadership style does not increase the performance of employees and when the leadership style is improved, it has no bearing on the organisation as a whole.

Charismatic Leadership Styles

Charismatic leadership style is a leadership style that pays more attention to creating and maintaining an interpersonal relationship capable of

persuading employees to follow the purpose of the organisation. Amegayibor (2018) asserts that charismatic leadership style has been the most successful trait of leaders that encourages follower to buy into the vision of the leader.

Bell (2013) also adds to this by identifying several traits which should be possessed by charismatic leaders. These traits, according to Bell make it possible for the followers to be convinced and buy into the idea of the leader.

Conceptual Review

Employee Performance

Employee performance has two main dimensions. According to Anthony (1965), employee performance is measured in terms of efficiency and effectiveness. Efficiency is a function of inputs and output, such that when inputs is less than output, then efficiency is achieved. Effectiveness on the other hand means achieving what the organisations has planned to achieve. Performance requires success in every business area such as leadership efficiency, increased output, increased flexibility, especially in a highly volatile business environment, capability enhancement and business process improvement (Suresh, 2012). Extending the argument further, Pattanayak (2005), asserts that an employee's performance are the actions shown by the employee on the job which can be measured. When performance cannot be measured, then it is difficult to be assessed. This means that the performance of employees is what leads to the accomplishment of the objective of the organisation.

According to Amos (2004), performance combines all other aspects of human resource in an organisation with the aim of advancing efficiency and effectiveness of the employee. Employee performance is directly linked to

productivity by the employee in both the service and manufacturing environment of businesses. Employee performance consist of behaviour on the job that can be directly observed as well as mental abilities and products including decisions made by employees in the attainment of personal and organisational goals. Abbas and Yaqoob (2009), also suggest that employee performance is a significant pivot of the organisation's success. Although they comment that the actions of one or two employees cannot change the objective of an organisation, the combined effect of employee performance is a prerequisite for success towards a common aim. As a result of this, whenever there is an increase in the perception of customers toward quality of service, Darden and Babin (1994), observes that it is linked to improved employee performance whilst frequent switching of brand relates to poor employee performance. Al-Harthy and Yusif (2016), opine that employee performance must reward personal development because it is a combination of the skills of individual employees that leads to the enhancement of employee performance. Therefore, when employees possess accurate knowledge on their jobs, it leads to greater performance. Employee performance is the specialty of employees to discharge their responsibilities with accuracy, meeting deadlines and providing support to other members of the team in the organisation.

Leadership Style

This section defines leadership styles and discusses the leadership style of interest in the study. Leadership style refers to the behaviour of leaders in providing directions to their employees. Khan and Nawaz (2016), also define leadership style as the manner in which leaders are able to provide direction, implement strategies and motivating individuals towards achieving

organisational goals. The leadership styles explored include the following: visionary, autocratic leadership style, transactional leadership style, servant, democratic leadership style, laissez-faire leadership style, transformational leadership style, charismatic, and paternalistic leadership style.

Democratic Leadership Style

Carter (2008), reports that in theory, this leadership style appears to be the best form of style that can be exhibited. It is characterized by seeking opinions from subordinates about how best a result can be achieved without making personal suggestion (Iqbal, Haider & Anwar, 2015). This means that the team or group negotiates on a decision using democratic process, which is later adopted by the leader. When relating this leadership type to political science, Rahimi (2011), notes that there are two primary premises in which it might be applied. In the first instance, as a leader elected by majority of the people, unlike autocratic which is imposed on the people. In this way, it is believed that the subjects are likely to bear with the leader in decision-making process, compared to the autocratic leadership style. The second sense of its usage is when people are not involved in the acquisition of his authority, although his behaviour with the people is democratic. Proponents of democratic leadership believe that it brings about innovation and teamwork, creativity and people find it easy to accept responsibility for their action (Verba, 2015).

Autocratic Leadership Style

This is observed in situations where orders are received from above and that employees are expected to follow the orders without argument. Carter

(2008), observes that the autocratic leader does not participate in the activities of the employees but rather gives directions. All decision-making power resides with the autocratic leader. Autocratic leaders use punishment and rewards in achieving their objective. In Autocratic style of leadership, there is little or no room for suggestion on work requirement. Usually, employees play minimal role in the position of the autocratic leader. He or she is quickly offended, takes advantage of people, action-oriented, fiercely competitive, and effective in the short term. An autocratic leader is one who does not consider the opinions of the people when choosing him for the position of leadership or when determining his behaviour and management style (Mohammadi et al 2014). Because decision-making is reserved with the autocratic leader, there is little room for contributions to the decision-making process. This means that the leadership style is best preferred when there is the need to make a quick decision and there is no need for a team agreement before the decision can be put into place. (Boehm, et al., 2015).

Laissez-faire Leadership Style

Rollinson (2005), defines laissez-faire as the abdication authority. This means there is an absolute absent of authority since the laissez-faire leader leaves everything to the employees. The laissez-faire leader ensures that his responsibility is fulfilled by delegating decision-making authority to team members. This leadership style is usually adopted by leaders who have little or no time to execute their assigned task. Team members ability, skills and capabilities determines the performance of the organisation. Luthans, Avolio, Walumbwa and Li (2005), assert that this leadership is applicable where team members themselves are expert and professional in the discharge of the

specific duty. Martin (2013), observes that even though it can increase employee level of satisfaction with the job, it can also ruin their performance if the employees lack a good skill of time management. Laissez-faire leadership creates a lot of confusion in situations where each member of the team sees himself as the leader of the group (Monzani, 2015).

Transactional Leadership

This style of leadership is based on bureaucratic arrangement including authority within an organisation. This means that the normal flow within an organisation is maintained by the imposition of punishment and administration of rewards (Northouse, 2014). The leader employing this kind of leadership style administer rewards to employee who execute their work according to plan and offer punishment if employees do not perform their work well. The needs of employees are identified and offered to them as a reward when they are able to execute their task. This way, the leader can exert influence on the subordinates. Cacioppo and Albrecht (2000), assert that in order to prevent ambiguity, leaders and employees agree on set target and rewards before the execution of the task. Martin (2015), observes that transactional leaders are leaders who engage in the exchange of gratification with employees. Martin additionally adds that transactional leadership style is needed in every modern organisation, except that they are not able to bring about and enforce change in the organisational environment. They only bring about a marginal improvement in performance.

Transformational Leadership Style

When a leader is capable of introducing and managing change in an organisation by inducing and motivating employees to be committed to the course, then he is a transformational leader (Northouse 2015). This means that a transformational leader must be inspirational in order to initiate the change needed in the organisation. The transformational leader inspires employees through encouraging the employees to edge towards high order needs achievement (Bass & Avolio 2004). For the leader to be able to employ this style, personal development of the employees' own career is a key feature. Transformational leaders fall into one of these three categories: idealized influence, intellectual stimulation and inspirational motivation.

Intellectual stimulation is the behaviour of a leader to foster and encourage creative ways of generating diverse ideas to help the company in achieving its vision. It also involves developing problem solving capabilities. Inspirational motivation involves the leader shaping the consciousness of team members towards the achievement of the company's vision. This is done through the leader encouraging his followers in being creative in solving the problem of the organisation.

Empirical Review

Obiwuru, Okwu, Akpa and Nwankere (2011), undertook a study aimed at identifying the effect adopted styles of leadership has on the subordinates in Nigerian small-scale businesses. The survey's participants said that when their jobs and related benefits are clearly defined by their leaders, they perform better. As a result, it was determined that transactional leadership significantly improved staff performance. The researchers came to the conclusion that

transactional leadership was more suitable to foster employee performance in the African context, particularly in Nigeria.

Paracha, Qamar, Mirza, Hassan, and Waqas, (2012), engaged in research to determine the relationship between transformative leadership and worker productivity. They draw respondents from six Pakistani schools for the research. The researchers concluded that transformational leadership style is best for their organisation. Their analysis provided showed that when the transformational leadership style is exhibited, subordinates tend to improve their time management and meet job scheduled deadlines.

Leng, Xuan, Sin, Leg and Yan (2014), conducted research with the retail sector in focus, attempting to determine the effect of leadership styles on employee commitment. They selected a large sample size of three hundred and eighty-four respondents. These respondents were specific to Malaysian retail industry. The study found that the leadership style used in the organisation had a big impact on the worker. Another related study was conducted by Sakiru, Enoho, Kareem and Abdullahi (2013), the association between leadership styles and emotional intelligence in a Malaysian organisation is being investigated in the same study area. They used one hundred and eighty respondents for the study. The researchers used a linear regression for the analysis. The analysis of the data revealed a considerable correlation between an employee's performance and emotional intelligence. Thus, it was determined that the leadership style used has an impact on employee performance.

Conceptual Framework

This section presents a diagram conceptualizing the contingency theory of leadership as theorized by Fisher (1995). According to this study, there is no one leadership approach that is guaranteed to deliver the best results. Therefore, when leaders show the right behaviour in the right situation, it will bring about different outcomes. It is presented in figure 1 below.



Leadership Style of Interest

- Democratic leadership style
- Autocratic leadership style
- Laissez-faire leadership style
- Transactional leadership style
- Transformational leadership style
- Charismatic
- Servant
- Visionary

Employee Performance

- Efficient and effective delivery of services
- Meeting set targets and overall organisational goals

Figure 1: Conceptual Framework of Study

Source: Essoun-Mensah, (2022).

The independent variables as indicated in the conceptual framework are the leadership styles listed on the left of the construct above. The researcher focused on democratic leadership style, autocratic leadership style, laissez-faire leadership style, transactional leadership style, transformational leadership style, charismatic, servant and visionary. The dependent variables also represent the means of measuring employee performance. These are efficient and effective delivery of service and meeting targets. This is the variable of interest for which the research seeks to measure.

Chapter Summary

This chapter has defined various styles of leadership and the different strategies that managers might use to motivate their staff to perform. The chapter also considered the framework for understanding how leadership style affects employee performance. Two main theories discussed were the trait

theory and contingent and situational theory. Additionally, the chapter outlined a range of attitudes and styles that are exhibited by various leaders.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focuses on the research methods which has been employed in collecting relevant data to address the research questions as stated. The research methods chapter has been divided into eight sections. It starts by giving a description of the study area, the population and approach employed to determine the sample. The main objective of this study is to examine the significance of leadership style and employee productivity in the Accra metropolitan assembly.

Research Design

Research design represents the comprehensive plan adopted for collecting and analyzing data (Cooper & Schindler, 2014). The study will use the quantitative approach to data analysis. Quantitative approach is the approach which enables the researcher to draw mathematical formulas and approaches to reach a conclusion (Creswell, 2008). A quantitative technique to research is expected to establish, confirm and validate a theory which can also be tested. One major benefit of the quantitative approach is that it enhances objectivity of the research. Because of the nature of quantitative research, sometimes it can be difficult for the user to understand the model formulation. In addition, it calls for drawing large samples for generalization to be possible (Cresswell).

Specifically, quantitative correlational study will be used for this research. Quantitative correlational research gives opportunity to the researcher to establish the degree and direction between two or more variables

(Creswell, 2008). In a research where quantitative correlational design is adopted, there is no room for the manipulation of the dependent variable to produce the desired results. The researcher adopted this method of analysing data because this will allow to measure the extent to which employee performance is been impacted by leadership style at the Accra Metropolitan Assembly, as well as telling if the impact is negative or positive.

Study Organisation

The Accra Metropolitan Assembly is a government institution which is created to govern the affairs of its sub metros within the Greater Accra Region. It regulates and authorizes business for permit for operation and permit for putting up building structures. It consists of several department according to the various functions performed by the assembly. Because of the significance of the assembly to the sanitation and the orderly setting in the capital city, every president pays attention to the administration of the assembly in order put its effectiveness into check.

Population

The population for the study consists of all the workers of the Accra metropolitan assembly. The population of the assembly is estimated to be 150 employees across several organisational levels and departments. In quantitative research, the sample for the data should be large enough in order to reduce error from occurring in the conclusion.

Sampling Procedure

Sampling techniques are employed in all situations because, the researcher will be limited by time and financials and as such, will not be able

to reach all members of the organisation (Bhattacharjee, 2012). However, because employees in the organisation are not many, and a correlation and regression analysis to be used, all the 150 employees will be included in the study. This implies that the census method of data collection will be employed. According to Prasad (2015), a census method will ensure a higher level of accuracy because every member of the population is also included in the sample. Farooq (2013), also suggests that the census method gives the researcher the opportunity to have an in-depth study of the population. Additionally, one assumption under regression analysis is that for normality and generalizability, when calculating the regression coefficient, each observation must be taken into account. (Wiersema 2009).

Data Collection and Analysis

This study will employ primary data. This data will be gathered by using interviews and self-administered questionnaires. The questionnaires will be close ended in nature to allow for expedited analysis and gain insight into how styles adopted by superiors affect the productivity of subordinates. Cohen, Manion and Morrison (2005), posits that when collecting data for a study, the look and feel of a questionnaire are crucial. Therefore, the questionnaire has been designed in such a way to make it simple to read and absorb its content, uncomplicated to facilitate a quick response from the respondents. One major limitation of using a questionnaire is that it fails to reveal the emotion of the respondents, and hence, the questionnaire is not a good research tool when the issue being investigated is sensitive.

The questionnaire has been categorised into three sections, namely I, II and III. The section I is designed to elicit the demographic details of the

respondents including the roles of respondent's supervisors. The several styles of leadership employed by the organisation's leaders were identified in Section II. Section III was also used to determine dominant style of leadership prevailing at the Accra Metropolis. Regression analysis was used to analyse the data collected and to arrive at the results obtained. Statistical Package for Social Science, SPSS version 26 was used to input the data, clean the data, transform, and process the data to arrive at the output shown in chapter four.

Validity and Reliability

When conducting qualitative research, the data gathered should be valid as well as reliable. "Validity represents the degree to which a research instrument measures what it is supposed to measure" (Kothari, 2004, p. 40). This means that the research instrument should ask the right questions. Waltz, Strickland and Lenz (2005), also define reliability as the uniformity of outcomes across trials conducted with various observers at various times. The data collection instrument for this study has been carefully made to get the right data from the respondents such that the study objective will not be missed. Piloting was used by the researcher to determine the content validity of the questionnaire, and the result was checked against the research objectives. In addition, expert opinion from the research supervisor was also be used to determine the content validity of the questionnaire.

Data Collection Procedure

According to Bryman and Bell (2011), data collection procedures consist of the process involved in gathering information to prove a fact. Before the questionnaire will be distributed, we sought permission from the subjects,

and they were assured that their response will remain highly confidential. The data was collected on a five-day working period in 1 week between the time range of 12pm to 12:30pm. This was done in order to accommodate the busy schedule of the procurement staff of the Accra metropolitan assembly.

Ethical Consideration

Some good academic works have become infamous because they raise some level of ethical issues (Bryman & Bell, 2011). In business research, the researcher must ensure that their target of observation will be free from harm of any sort, they will be fully informed, their privacy is of great importance, and that they will not be deceived. On the same subject, Gorard and Rees (2002), advises that harm to non-participants should also be addressed especially when the research has the potential to be used for a social policy such as research on evaluating procurement practices. Some respondents may, however, not wish to remain anonymous. In this research, the issue of ethical consideration of respondents was given enough attention. The researcher ensured that things are done in the right way by means of fulfilling the promise not to reveal confidential information about respondents.

Chapter Summary

This chapter has discussed the approach to be used in gathering data for the research. The chapter also identified that the quantitative correlational design will be suitable for gathering data on the leadership style and employee performance. Above all, the chapter also identified the need to take ethical factors into consideration when gathering data for research.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

Introduction

Investigating the impact of leadership style on employee performance in the Accra Metropolitan Assembly is the main objective of this study. This chapter covers the findings and a discussion of the information gathered from the research field. The study used the descriptive research method. Findings from the study was presented in various forms including the use of regression analysis, which are the most common tools for presenting analysis. The explanation of the results were made considering the earlier empirical results in chapter two and earlier related discoveries.

Response Rate

The researcher shared a total of one hundred and fifty questionnaires to prospective study participants. All respondents (100%) completed the instrument. Therefore, all completed questionnaires were considered in drawing conclusions. Details of results were summarized in tables as shown below.

Demographic Characteristics of Respondents

The following highlights the respondents' demographic features. It includes gender, academic qualification, and number of years employee has been with the employer. Table 1 shows the analysis of the above data.

Table 1: Demographic Characteristics of Respondents

	Frequency	Percentage
Gender		
Male	69	46%
Female	81	54%
Academic Qualification		
SSS/SHS certificate	4	3%
HND	44	29%
Degree	87	58%
Master	15	10%
Tenure of Service		
Below 5 years	44	29%
5 - 10 years	93	62%
Above 10 years	13	9%

Source: Field survey, (2022)

Gender

Of the sample of 150, 69 were males and this is approximately 46% and 81 were females approximating to 54%. This implies that more women are employed in the Accra Metropolitan Assembly than males.

Academic Qualification

The researcher observed that, majority of respondents (n=87, representing 58%) had a degree qualification, followed by 44 respondents representing 29% who had HND qualification, 15 respondents representing 10% of respondents had a master's qualification whilst the remaining 3% (n=4) were SHS/SSS graduates.

Tenure of Service

It is revealed in table 1 above that, out 150 respondents, 93 respondents representing 62% has worked in the metropolitan between 5 – 10 years, 44 respondents representing 29% has worked in the metropolitan for not more than 5 years whilst 13 respondents representing 9% has worked for more than 10 years.

The Relationship between Leadership Style and Employees' Performance

The objective one of the studies is analysed based on the effects of each variable of the independent variable (Leadership Styles) on employees' performance (output, Absenteeism, Reduction of error, and employee quality). The findings of the analysis have been summarized in Tables 2 - 6, are presented and discussed in this section of the chapter. It demonstrated how styles of leadership affects employee performance.

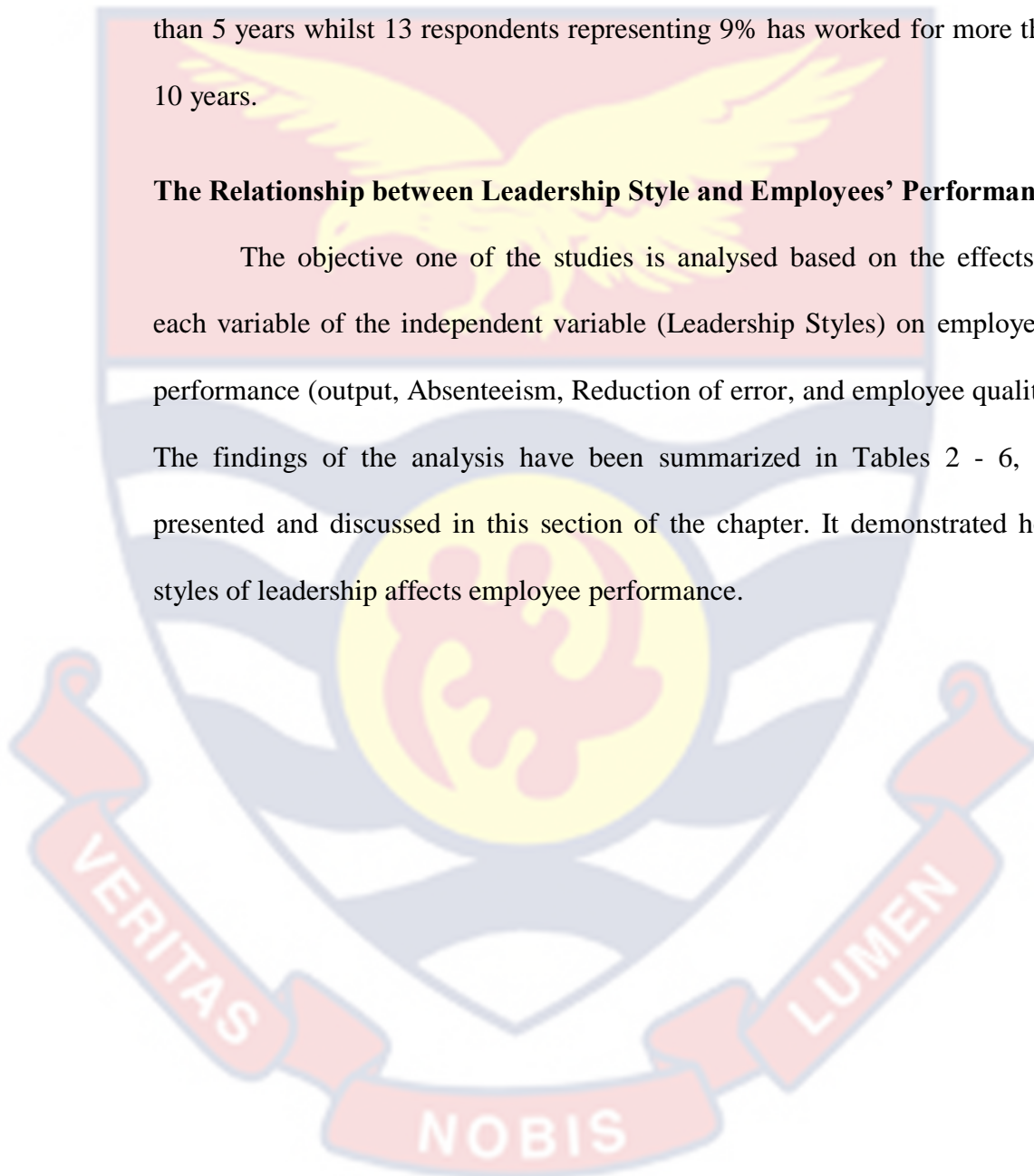


Table 2: Relationship between Leadership Styles and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t-stats	Sig. (P-Value)
	B	Std. Error			
(Constant)	2.02	.618		3.269	.001
TRANSFORMATIONAL	.033	.095	.031	.349	.728
TRANSACTIONAL	.276	.085	.315	3.235	.002
DEMOCRATICs	.090	.076	.108	1.180	.240
AUTOCRATIC	-.001	.079	-.002	-.016	.987
LAISSEZ-FAIRE	.022	.079	.026	.277	.782
PATERNALISTIC	-.014	.076	-.017	-.183	.855
CHARISMATIC	-.032	.071	-.040	-.454	.650
SERVANT	-.021	.075	-.025	-.279	.781
VISIONARY	.049	.070	.058	.696	.488

a. Dependent Variable: Employee Performance

Source: Field Survey, (2022)

This results in as presented above shows that transformational leadership style ($\beta=0.033$, $P = 0.728$) has positive but insignificant effect on employee performance. In this case, owing to the fact that the p-value is more than the significant level of 0.05, it can be concluded that the statistical significance of transformational leadership style is negligible. This implies that a rise in transformational leadership does not have an impact once a worker's performance. This result supports Amegayibor (2018) findings that

adopting a more transformative leadership style will not improve employee performance.

Table 2 output also reveals that transactional leadership style ($\beta = 0.276$, $P = 0.002$) has a good and statistically significant improvement in employee productivity. This indicates that transactional leadership style has an impact on employee performance because the p-value of the variable was less than the significant level of 0.05. This suggest that increase in transactional leadership style will increase employee performance. This is in contrary with the study by Amegayibor (2018), that a change in transactional leadership style won't have any impact on employee performance. However, it is directly in line with a study conducted by (Dele, Adegboyega & Taiwo, 2015), that transactional leadership style has a substantial impact on employee productivity.

Also, the democratic style of leadership ($\beta = 0.090$, $P = 0.24$) which demonstrate a positive but insignificant effect of democratic leadership style on employee productivity. This means that this leadership style has no effect on employee performance. This is evidenced with a P-value of 0.24. This suggest that an increase in democratic leadership style will not enhance employee productivity. The results is in direct agreement with a study by Amegayibor (2018), that enhancement in demographic leadership styles does not enhance employee productivity. Additionally, the result is also contrary to some previous literature (Jalal- Eddeen, 2015; Mishra, Grunewald & Kulkarni, 2014; Dotse, 2014), that demographic leadership style has influence on employee performance.

The findings also show that an authoritarian leadership style has a poor and insignificant impact on employee performance ($\beta = -0.001$, $P = 0.967$). This means that the autocratic leadership style has no effect on employee performance because the p-value of the variable is greater than the significant level of 0.05. This implies that improving authoritarian leadership practises won't have an impact on workers' productivity. There is no uniformity in this finding compared with the results presented by (Amegayibor, 2018; Anyango, 2015; Dotse, 2014), that a decrease in authoritarian leadership will result in an increase in worker performance.

Table 2's findings also show that the laissez-faire leadership style has a favourable but negligible impact on employees' performance ($\beta = 0.022$, $P = 0.782$). This indicates that the laissez-faire leadership style has no impact on employee performance because the variable's p-value exceeded the significance level of 0.05. This finding supports studies by (Amegayibor 2018), that laissez-faire leadership has negligible impact on employee productivity but contradicts a study that the leadership style has the capability of increasing employee performance.

The findings also reveal that Paternalistic style of leadership which has a $\beta = -0.014$, $P = 0.855$ has a unfavourable and negligible effect on employee's productivity. This indicates that paternalistic leadership style has no impact on worker productivity because the its p-value being 0.855, which is greater than the threshold of 0.05. This suggest that an increase in Paternalistic leadership style will have negligible effects on employee performance. This is inconsistent with the study by Ozer and Tinaztepe (2014), when leaders

exhibit a more paternalistic approach, the productivity of employees will also increase.

The findings also reveal that charismatic style of leadership which has a $\beta = -0.032$, $P = 0.650$ has an unfavourable and negligible effect on employee's productivity. This indicates that charismatic style of leadership has no impact on worker productivity because its p-value being 0.855, which is greater than the threshold of 0.05. This suggest that an increase in Paternalistic leadership style will have negligible effects on employee performance. The finding contradicts previous study that concluded that charismatic leadership style influence employee performance (Amegayibor, 2018), when leaders exhibit a more charismatic approach, the productivity of employees will also increase.

The results reveal that servant leadership style ($\beta = -0.021$, $P = 0.781$) has an unfavourable and negligible impact on employee productivity. This indicates that charismatic style of leadership has no impact on worker productivity because its p-value being 0.781, which is greater than the threshold of 0.05. This suggest that increase in servant leadership style will have no impact on employee productivity. The finding supports a study conducted by (Amegayibor, 2018; Lisbijanto & Budiyanto, 2014), that charismatic leadership style does not influence employee's performance. However, the study contradicts some previous studies (Sunder, 2014; Awan, Ibn-E-Waleed & Arif, 2012), that charismatic leadership style influences employee's productivity.

The results demonstrate that visionary leadership style ($\beta = 0.049$, $P = 0.488$) has a favourable but negligible impact on employee's productivity.

This means that, since the p-value of the variable greater than the significant level of 0.05, it is revealed that visionary leadership style has no impact on employee productivity. This suggest that a change in visionary leadership style will not change employee productivity. The study agrees with a study by Amegayibor (2018), that visionary leadership style does not influence employee productivity.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.310	.096	.038	.80620

a. Predictors: (Constant), Visionary, Paternalistic, Democratic, Laissez-faire, Transformational, Charismatic, Servant, Autocratic, Transactional

Source: Field Survey, (2022).

Although not all aspects of leadership had an impact on employee performance, the table above demonstrates that there is a favourable association between leadership styles and employee performance with a coefficient of regression (R) of 0.31 and an R^2 of 0.096. This indicates that a percentage increase in leadership styles will cause a 30% increase in employee performance. This study agrees with a study by Amegayibor (2018), that styles of leadership have an impact on employee's performance.

Dominant Leadership Style at Accra Metropolitan Assembly

The second research objective is to determine the types of leadership style dominant in the Accra Metropolitan Assembly. The findings from the various responses are summarized below.



Table 4: Dominant Leadership Style

	Mean	Rank
Transformational	3.852	1st
Transactional	3.383	9th
Democratic	3.772	2nd
Autocratic	3.577	4th
Laissez-Faire	3.443	8th
Paternalistic	3.477	7th
Charismatic	3.530	5th
Servant	3.611	3rd
Visionary	3.510	6th

Source: Field Survey, (2022)

As shown above is the response to the questions relating to the type of leadership style dominant in the Accra Metropolitan Assembly. The findings shown above means the Accra Metropolitan Assembly ranks transformational leadership as the most prevalent type of leadership style. This is because leaders interact with all categories of workers and together, they identify necessary change while thinking above what concerns just them.

This is because leaders engage and reason with teams and followers beyond their immediate self-interest to identify needed change. This was confirmed by the majority of the respondents who answered that they preferred transformational leadership style to any other leadership style with a mean score of 3.852.

The results also shows that democratic leadership style is the next dominant leadership style preferred by respondents with a mean score of 3.772. This means that most of the respondents prefer being giving the

opportunity to contribute to the various activities in the organisation thereby making their impact felt.

The next preferred leadership style by respondents is the Servant Leadership style with a mean score of 3.611. This is because servant leadership focuses on the well-being and growth of people. This leadership style makes staff/respondents feel belonged.

The fourth preferred leadership style is the autocratic leadership style. This was evidenced with autocratic leadership style having a mean score of 3.577. It was revealed that some respondents in one way or the other would want to be given directives because they believe when their leaders dictate policies and procedures, decides what goals are to be achieved and control all activities, it promotes efficiency at the workplace.

The next leadership style considered is the charismatic leadership style with a mean of 3.530. This also improves efficiency because the leader tries to use his/her communication skills to influence his subordinates for work to be done. Visionary leadership style is the next preferred leadership style by respondents with a mean score of 3.510. Respondents prefer this style because these leaders ensure that set visions becomes a reality by stating clearly goals and equipping each of their subordinates to take the necessary actions to achieving set goals at certain levels. The seventh, eighth, and ninth leadership styles preferred by respondents includes paternalistic, laissez-faire, and transactional leadership style respectively with mean scores of 3.477, 3.443, and 3.383 respectively.

Chapter Summary

This chapter has focused mainly on the discussion of the results from the study. Additionally, the explanations and discussion of the results have been made in the context of similar research work conducted in Ghana and other countries which is directly related to the topic.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

The final chapter contains a synopsis of entire study, as well as the findings from this research work. It also includes the conclusions which have been drawn by the researcher and any suggestions that are pertinent based on the analysis performed. This chapter climaxed the study with a suggestion for future research.

Summary of the Study

This study has identified how leadership styles impacts the productivity of employees at the Accra Metropolitan Assembly (AMA). The purpose of the study was to evaluate how certain leadership approaches identified in earlier chapters affects productivity of the employees at Accra Metropolitan Assembly. The study initially sought to determine the types of leadership techniques being used by AMA, and it later examined how each of these approaches separately affected employee performance.

Following the data analyses, transformational leadership style was found to be favourable but negligible related to employees' job discharge, transactional leadership style has emerged to be substantially favourable and related to employees' productivity, democratic leadership was found to be positive but insignificant related to employees' job discharge, autocratic leadership style also emerged to be negative and insignificantly related to employees' task discharge. Also, paternalistic, charismatic and servant leadership style were found to be negative and insignificantly related to employees' task performance. Lastly, visionary leadership style was found to

be positively but insignificantly related to employees' task discharge in the Accra Metropolitan Assembly. Furthermore, the researcher found that, the gender of employees has nothing to do with their productivity.

Conclusion

Finally, when more transformational, democratic, laissez faire and visionary leadership style is present, it is possible that there will be improvement in employee's discharge of their duties, but it will be insignificant in nature. In the case of transactional leadership and employee task performance, however, it is possible to improve employees task performance with significant results. Contrarily, autocratic, paternalistic, charismatic and servant leadership style and employee task discharge, it is likely it will not improve employee performance. These findings may aid government in better managing the dynamic interaction of the elements (leadership styles) and their effect on the productivity of employees.

Recommendation

The researcher suggests that the Board members of AMA should identify the training needs of management especially considering providing periodic leadership training on leadership styles. To guarantee that this training is successful, it should be supported by research. Management should also give employees at all levels the opportunity to participate in career enhancement in order to improve their interpersonal skills over a short period of time. In addition, the institution should have a feedback mechanism in place that allows employees to voice their concerns about managers' leadership styles in advance. This should help organisational leadership understand how their actions and inactions affect the organisation's personnel.

Suggestions for Future Research

The relationship between leadership styles and employee performance in the Accra Metropolitan Assembly is examined in this study (AMA). Further research into the influence of leadership styles on employee performance in other public organisations providing services and producing products is recommended by this study. Second, the study suggests that future studies compare the effect of demographic characteristics on employee productivity in government and business.



REFERENCES

- AL-Harthy, F. N. & Yusif, N. A. (2016). Impact of transformational leadership style on employee job performance: The mediating effect of training. *International Journal of Science and Research*, 5(6).
- Amegayibor, G. K. (2018). *Leadership styles and performance of employees at Ameen Sangari Company Limited, Cape Coast* (Doctoral dissertation, University of Cape Coast).
- Amos, T. L., Ristow, A. & Ristow, L. (2004). *Human resource management*. 2e, Lansdowne Publishing.
- Anthony, R. N. (1965). *Planning and control systems: a framework for analysis*. Boston, Graduate School of Business Administration, Harvard University. Boston.
- Anyango, A. A. (2015). *Effects of leadership styles on employee performance at Boa Kenya limited*, Unpublished Mater's Dissertation, Open University of Tanzania, Tanzania.
- Armstrong, A. (2002). *Human resource management in international context*. Chicago: St. Claire Press. Chicago.
- Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *The Leadership Quarterly*, 6(2), 199-218.
- Bass, B. M. & Avolio, B. J. (1997). *Full range leadership development: manual for multifactor leadership questionnaire*. California: Mind Garden, Inc.

Bell, E., Bryman, A. & Harley, B., (2018). *Business research methods*. Oxford University Press.

Bell, R. M. (2013). Charismatic leadership case study with Ronald Reagan as exemplar. *Emerging Leadership Journeys*, 65(1), 83-91.

Bhattacharjee, A. (2012). *Social Science Research: Principles, methods, and practices*, 2e. Tampa, Florida: CreateSpace Independent Publishing Platform.

Boehm, S. A., Dwertmann, D. J., Bruch, H. & Shamir, B. (2015). The missing link? Investigating organisational identity strength and transformational leadership climate as mechanisms that connect CEO charisma with firm performance. *The Leadership Quarterly*, 26(1), 156–171.

Bolden, J., Gosling, J., Marturano, A. & Dennison, P. (2003). *A review of leadership theory and competency frameworks*. centre for leadership studies, University of Exeter Crossmead Barly Lane, Dumsford Hill, Exeter EX4 ITF, United Kingdom. Retrieved from [http:// www.Leadership-studies.com](http://www.Leadership-studies.com), 9/12/2016.

Bryman, B. and Bell, E. (2011). *Business research methods*. (3rd ed). Oxford: Oxford University Press.

Cacioppe, R., & Albrecht, S. (2000). Using 360 feedback and the integral model to develop leadership and management skills. *Leadership & Organisation Development Journal*, 21(8), 390-404.

Cheng, C. & Chan, M. T. (2000). Implementation of school-based management: A multi-perspective analysis of the case of Hog Kong. *International Review of Education*, 46(3-4): 205-232.

Cohen, L., Manion, L. & Morrison, K., (2002). *Research methods in education*. Routledge.

Cooper, D. R., & Schindler, P. S. (2014). *Business research methods* (12th ed.) Boston, Massachusetts: McGraw-Hill Education.

Creswell, J. W. (2008). *Educational research: planning, conducting, and evaluating quantitative and qualitative research* (3rd ed.). Upper Saddle River, NJ: Pearson

Darden, W. R. & Babin, B. J. (1994). Exploring the concept of affected Quality: expanding the concept of retail personality. *Journal of Business Research*, 29, 101-109.

Dele, A. O., Adegboyega, O. I. & Taiwo, A. K. (2015). An empirical investigation of leadership styles and their effect on organizational performance of banks in Ado Ekiti, Nigeria, *International Journal of Investment Management and Financial Innovations*, 1(2), 49-55.

Dotse, J. (2014). Power distance as moderator of the relationship between organizational leadership style and employee work attitude: An empirical study in Ghana, *International Journal of Management Sciences and Business Research*, 3(5).

Drucker, P., 2007. *The practice of management*. Oxford: Butterworth Heinemann.

Farooq, U. (2013). *What is interview schedule, definition & types?* study lecture notes. Retrieved from: <http://www.studylecturenates.com/>

Fiedler, F. E. (1996). Research on leadership selection and training: one view of the future. *Administrative Science Quarterly*, 41(2), 241-251.

Fisher S (1995). *The use of non-financial Rewards in performance measurements*. Englewood cliffs, Prentice Hall.

Hersey P, Blanchard KH (1988) *Management of organisational behaviour: Utilizing Human Resources*. New Jersey: Pretence Hall, Eagle wood cliffs.

Iqbal, N., Anwar, S. & Haider, N., (2015). Effect of leadership style on employee performance. *Arabian Journal of Business and Management Review*, 5(5), 1-6.

Jalal-Edden, F. (2015). An assessment of leadership styles and employee performance in small and medium enterprise in Yola, Adamawa, State, Nigeria. *International Journal of Economics, Finance and Management Sciences*, 3(3), 319-324.

Kai, G. (2013). Research on the mechanism that paternalistic leadership impact on employee performance: organizational justice as an intermediary variable, *Human Resource Management Research*, 3(4), 150-156.

Khan, N. A., & Nawaz, A. (2016). The Leadership Styles and The Employees Performance: A review. *Gomal University Journal of Research [GUJR]*, 32(2).

Killian, S. (2007). The ABC of effective leadership. A practical overview of evidence-based leadership theory. *Australian Leadership Development Centre*. Australia.

Kothari, C.R., (2004). *Research methodology: Methods and techniques*. New Age International

Leedy, P. D. & Omrod, J. E. (2010). *Practical planning and design 9e*. New Jersey: Pearson Education Inc.

Leng, C. S., Xuan, C. L., Sin, N. K., Leng, W. K. Yan, W. W. (2014). The impact of leadership styles on employee commitment in retail industry. Retrieved from <http://eprints.utar.edu.my/1259/1/BA-2014-1005120.pdf> on 2nd July 2019.

Lisbijanto, H. & Budiyo, (2014). Influence of servant leadership on organizational performance through job satisfaction in employees cooperative Surabaya, *International Journal of Business and Management Invention*, 3(4), 01-06.

Lisbijanto, H. & Budiyo, (2014). Influence of servant leadership on organizational performance through job satisfaction in employees cooperative Surabaya, *International Journal of Business and Management Invention*, 3(4), 01-06.

Lockwood, G. M. (2007). Confidentiality. *The Foundation Years*, 3(3), 107–110. <https://doi.org/10.1016/j.mpfou.2007.03.004>

Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organisation Review*, 1(2), 249-271.

Martin & S. L. (2013). Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. *Academy of Management Journal*. 56 (5) 1372-1395.

Martin, J. (2015). Transformational and transactional leadership: An exploration of gender, experience and institution type, *Portal: Libraries and the Academy* 15 (2), 331-351.

McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR review*, 6(6), 16-19.

McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR Review*, 6(6), 16–19.

<https://doi.org/10.1108/14754390780001011>

McGowan, L. & Miller, P. (2004). *Shared leadership*. Reframing the hows and why of leadership. Thousand Oaks, CA: Sage

Mishra, G. P., Grunewald, D. & Kulkarni, N. A. (2014). Leadership style of senior and middle level managers: A study of selected firms in Muscat, Sultanate of Oman, *International Journal of Business and Management*, 9 (11).

Monzani, L. (2015). The moderator role of followers' personality traits in the relations between leadership styles, two types of task performance and work result satisfaction. *European Journal of Work and Organizational Psychology*. 24(3) 444-461.

Nawaz, A. & Kundi, G. M. (2010). Demographic implications for the eLearning user perceptions in HEIs of NWFP, Pakistan. *EJISDC*.41(5), 117.

Northouse, D. P. (2014). *Leadership theory and practice*. Thousand Oaks: Sage Publications Inc. London.

Northouse, P.G. (2016). *Leadership: Theory and Practice*. (5th ed.) London: Sage. Oxford.

Obiwuru, T. C., Okwu, A. T., Akpa, V. O., Nwankwere, I. A. (2011). Effects of leadership style on organisational performance: A survey of selected small-scale enterprises in Ikosi-Ketu council development area of

Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7).

Ozer, F. & Tinaztepe, C. (2014). Effect of strategic leadership styles on firm performance: A study in a Turkish SME. *Procedia-Social and Behavioral* 150, 778-784.

Paracha, M. U., Qamar, A., Mirza, A., Hassan, I. & Waqas, H. (2012). Impact of leadership style (transformational & transactional leadership) on employee performance & mediating role of job satisfaction: Study of private school (educator) in Pakistan. *Global Journal of Management and Business Research*, 12(4), 55-64.

Pattanayak, B. (2005). *Human resource management*, 3e. New Delhi, PHI Learning Private Limited.

Peterson, R. S., Smith, D. B., Martorana, P. V., & Owens, P. D. (2003). The impact of chief executive officer personality on top management team dynamics: One mechanism by which leadership affects organisational performance. *Journal of Applied Psychology*, 88(5), 795–808. <https://doi.org/10.1037/0021-9010.88.5.795>.

Politis, J. D. (2003). QFD: the role of various leadership styles. *Leadership & Organisation Development Journal*, 24(4), 181–192. <https://doi.org/10.1108/01437730310478057>

Prasad, V. R. (2015). A Note on Sampling Method, *AE International Journal of Multidisciplinary Research*, AEIJMR, 3(1).

Rahimi, A. (2011). Study of the effect of task management style and relationship management style on the job satisfaction of the workers in electricity companies of Tehran province. 10th international conference

on distribution networks. International Conference on Environment and Electrical Engineering: Tehran. Institute of electrical electronic engineers.

Ram, P., & Prabhakar, G. V. (2011). The role of employee engagement in work- related outcomes. *Interdisciplinary Journal of Research in Business*, 1(3), 47-61.

Reddins, W. (1990). *Managerial effectiveness*. New York: McGraw-Hill Book Company.

Ricketts, K. G. (2005). *The Importance of community leadership to successful rural communities in Florida*, Unpublished Doctoral Dissertation University of Florida, Florida.

Robbins, S. P., & Judge, T. A. (2014). *Organisational behaviour*, (16th ed.). New York, NY: Pearson Education

Rollinson, D. B. (2005). *Organisational Behaviour and Analysis -An Integrated Approach*. Addison-Wesley Longman Inc - New York.

Sakiru, O. K., Enoho, D. V., Kareem, S. D. & Abdullahi, M. (2013). Relationship between employee performance, leadership styles and emotional intelligence in an organisation. *Journal of Humanities and Social Science* 8(2), 53-57.

Seijts, G. H., & Crim, D. (2006). What engages employees the most or, the ten C's of employee engagement. *Ivey Business Journal*, 70(4), 1-5.

Senge, P., Kleiner, A., Roberts, C., Ross, R., Roth, G., Smith, B., & Guman, E. C. (1999). The dance of change: The challenges to sustaining momentum in learning organizations. *Performance Improvement*, 38(5), 55-58.

- Senge, P., Kleiner, A., Roberts, C., Ross, R., Roth, G., Smith, B., & Guman, E. C. (1999). The dance of change: The challenges to sustaining momentum in learning organisations. *Performance Improvement*, 38(5), 55–58. <https://doi.org/10.1002/pfi.4140380511>
- Shive, M., & Dorn, B. (2012). Leadership versus management training in residency programs. *Journal of the American Academy of Dermatology*, 67(4), 789.
- Shuck, B. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human resource development review*, 9(1), 89-110.
- Stogdill, R. M. (1974). *Handbook of leadership*. NYC: Free Press
- Stogdill, R. M. (1989). *Stogdill's Handbook of Leadership: A Survey of Theory and Research*. Bass, B. (ed.) New York: Free Press.
- Sunder, S. (2014). A study on the influence of leadership styles and competency on performance in the manufacturing industry, *International Journal of Scientific Research*, 3(9).
- Suresh B. K. (2012). *Strategic leadership practices and organisational effectiveness: a conceptual framework*, Paper presented at international conference on Applied and Management Sciences, Bangkok, 16-17 June 2012.
- Veish, S., Mohammadi, E., Pirzadian, M. & Sharafi, V. (2014). The relation between transformational leadership and organizational culture (case study: medical school of Ilam). *Journal of Business Studies Quarterly*, 5(3).
- Verba S. (2015). *Small groups and political behaviour: A study of leadership*. Princeton University Press

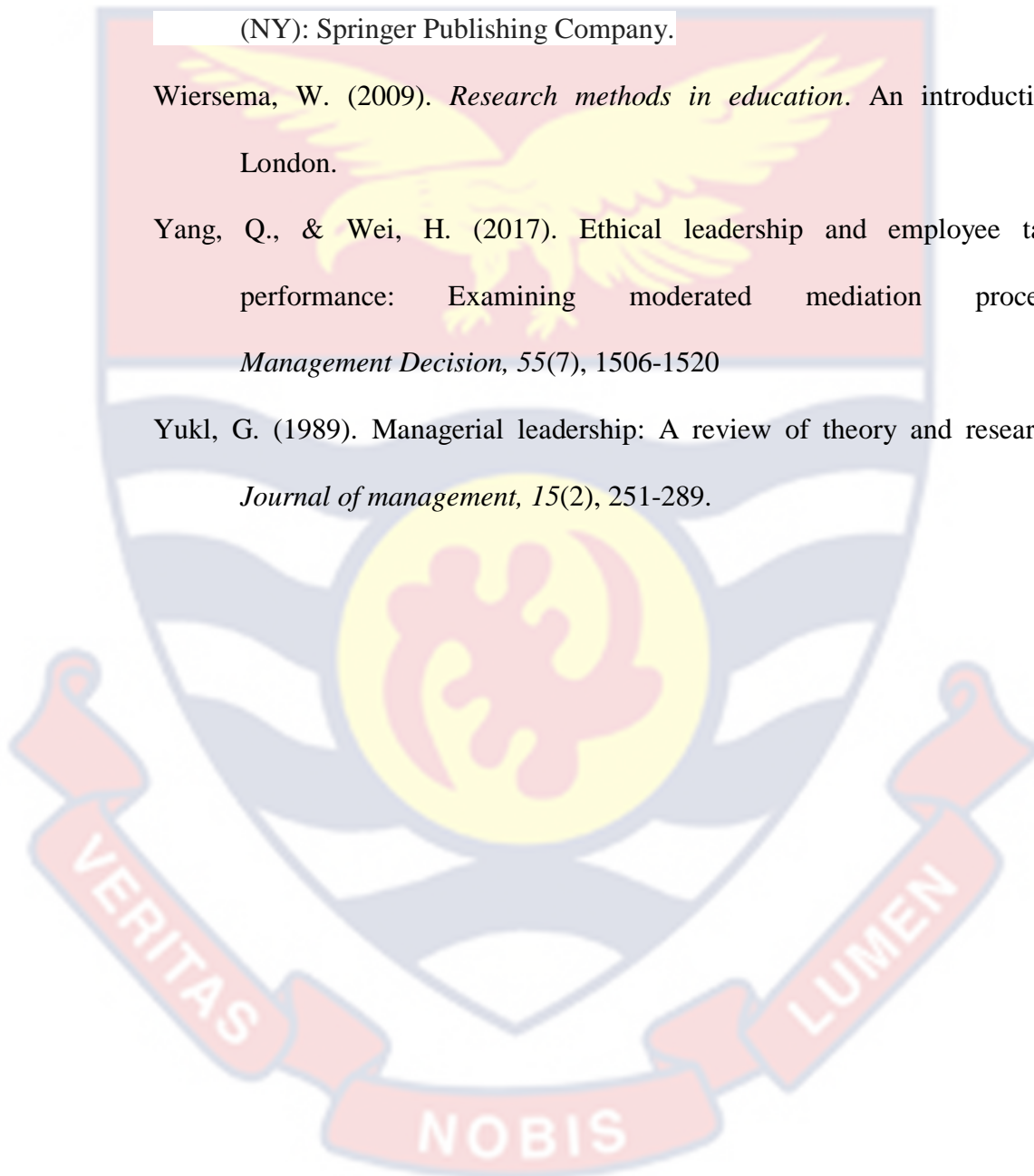
Vroom, V. H. (1979). *Work and motivation*. New York: John Wiley and Son Inc.

Waltz, C.F., Strickland, O.L., Lenz, E.R. & Soeken, K.L., (2005). Validity of measures. *Measurement in nursing and health research*. New York (NY): Springer Publishing Company.

Wiersema, W. (2009). *Research methods in education*. An introduction. London.

Yang, Q., & Wei, H. (2017). Ethical leadership and employee task performance: Examining moderated mediation process. *Management Decision*, 55(7), 1506-1520

Yukl, G. (1989). Managerial leadership: A review of theory and research. *Journal of management*, 15(2), 251-289.



APPENDIX A
QUESTIONNAIRE

Introduction

I am a final year Master of Business Administration student at the University of Cape Coast, School of Business, conducting research on the Effect of Leadership Style on Employee Performance in the Accra Metropolitan Assembly. Information received would be used for academic purposes only and would be treated with confidentiality. Participation in this study is voluntary. **THANK YOU FOR YOUR PARTICIPATION.**

Please read the instructions carefully before you answer the questions. You can seek for clarification if you have a problem understanding a question.

SECTION I: SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

Instruction: Tick just one response for each question

1. Gender: a). Male b). Female c). Other
2. What is your level of academic qualification?
 - a). SSS/SHS certificate
 - b). HND
 - c). Degree
 - d) Master
3. How long have you been working in your current position?
 - a) Below 2yrs
 - b) 2-4years
 - c) 4-6years
 - d) 7-9years
 - e)10-12years
 - f) Above 12years

Please tick from 1 to 5 the extent to which you attach importance to the leadership style adopted by your supervisor/manager.

1= Least Important

2= Less Important

3= Important

4= Much Important

5=Most Important

Leadership Style	Least important	Less Important	Important	Much important	Most Important
Transformational					
Transactional					
Democratic					
Autocratic					
Laissez-Faire					
Paternalistic					
Charismatic					
Servant					
Visionary					

SECTION II: EMPLOYEE PERFORMANCE

Please tick from 1 to 5 the extent to which the leadership style of your supervisor/ manager has impacted on your performance.

1= Little impact

2= Less impact

3= Impact

4= Much impact

5= Most impact

Statement	Little Impact	Less Impact	Impact	Much Impact	Most Impact
Output					
Absenteeism					
Reduction in Error					
Quality					

SECTION III: DOMINANT LEADERSHIP STYLES ADOPTED BY SUPERVISORS

Please tick from 1 to 5 the leadership style of your supervisor/ manager

1=Strongly Agree

2=Agree

3=Neither Agree nor Disagree

4=Disagree

5=Strongly Disagree

Leadership Style	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Transformational					
Transactional					
Democratic					
Autocratic					
Laissez-Faire					
Paternalistic					
Charismatic					
Servant					
Visionary					

