

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**ASSESSING THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB  
PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN  
THE PUBLIC SECTOR INSTITUTIONS IN GHANA**

**BY**

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DEGREE IN CORPORATE PLANNING AND GOVERNANCE**

**SEPTEMBER, 2023**

## DECLARATION

### Candidate's Declaration

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

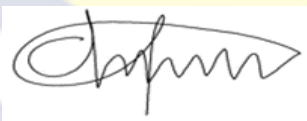
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### Supervisor's Declaration

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

Supervisor's Signature



Date 29-08-2023

Name: Dr. Charles Dwumfour Osei

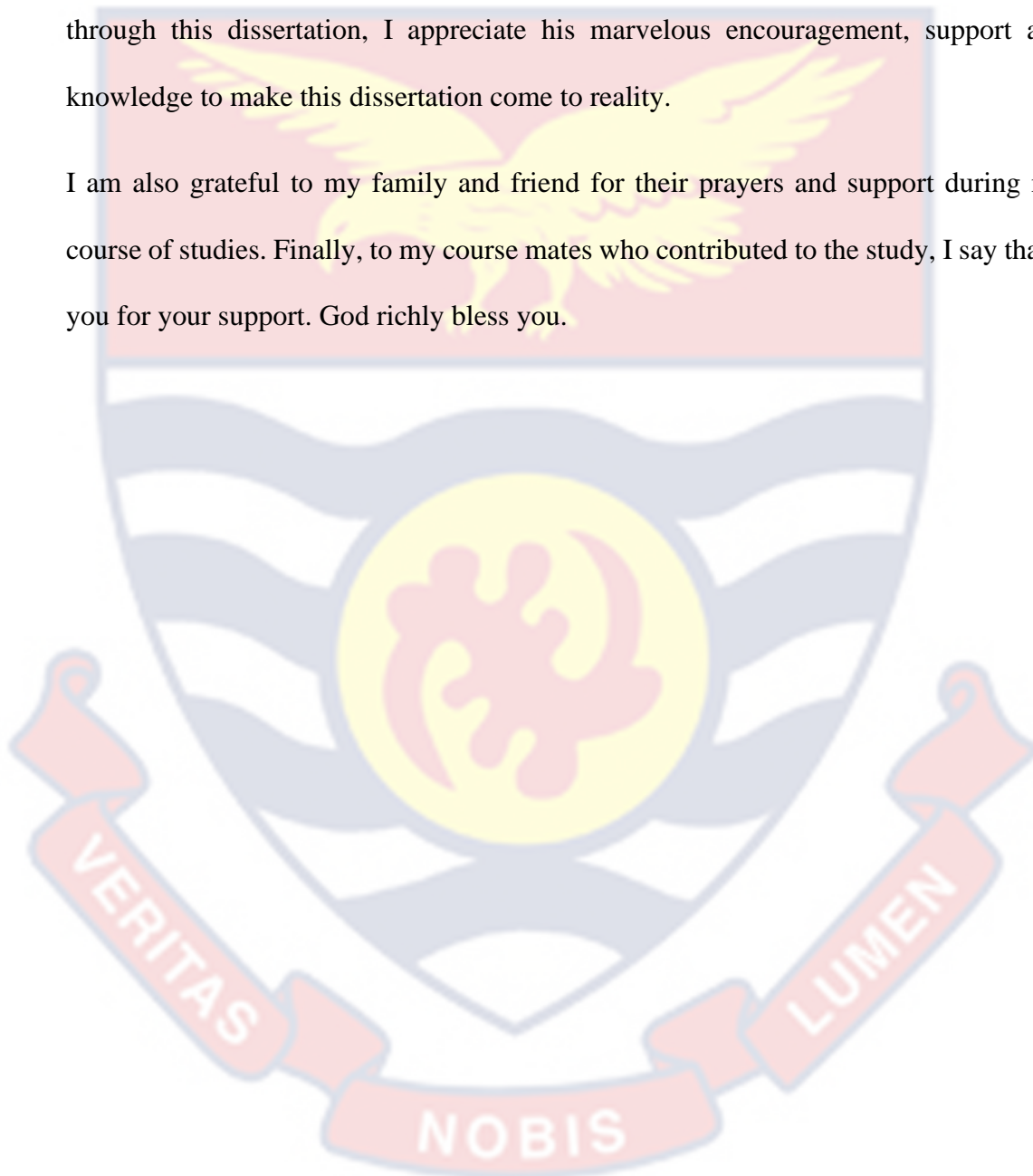
## ABSTRACT

The study examined the impact of Leadership styles on Employee job performance and Organizational Citizenship Behaviour. An empirical data was collected from 216 employees working in four selected MMDAs in the Ashanti region. The questionnaire was used as the main instrument for the data collection and the PLS-SEM techniques was employed for the data analysis using Smart PLS version 3.0. The research objectives specifically focused on examining the effects of (a) Democratic (b) autocratic (c) transformational and (c) transactional leadership styles on Employee job performance and Organisational Citizenship Behaviour in the public sector in Ghana. The findings from the study reveal that Autocratic Leadership, Democratic leadership, Transformational leadership have statistically significant and positive impacts of employee Job performance. However, the results further indicate that Transactional leadership has negative impact on employee Job performance. The findings moreover, demonstrate that, Democratic Leadership, Transactional leadership and Transformational Leadership have significant and positive impact on Organizational Citizenship Behaviour. Nevertheless, autocratic leadership style does not have statistically significant impact on Organizational Citizen behaviour. The study deepens the understanding and extend the knowledge on how leaders can improve employee job performance and organizations citizenship in the public sector within the developing countries such as Ghana. The findings have string implications of policy and management of the public sector organizations.

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I am also grateful to my family and friend for their prayers and support during my course of studies. Finally, to my course mates who contributed to the study, I say thank you for your support. God richly bless you.



## DEDICATION

I dedicate this research project to my husband for his great support even when things were so tough for this studies he constant kept on encouraging me to work extra hard, my first child Godiva for standing in the gap to help her siblings to keep the house in order throughout my studies and lastly my director for creating an enabling environment to carry out this project.



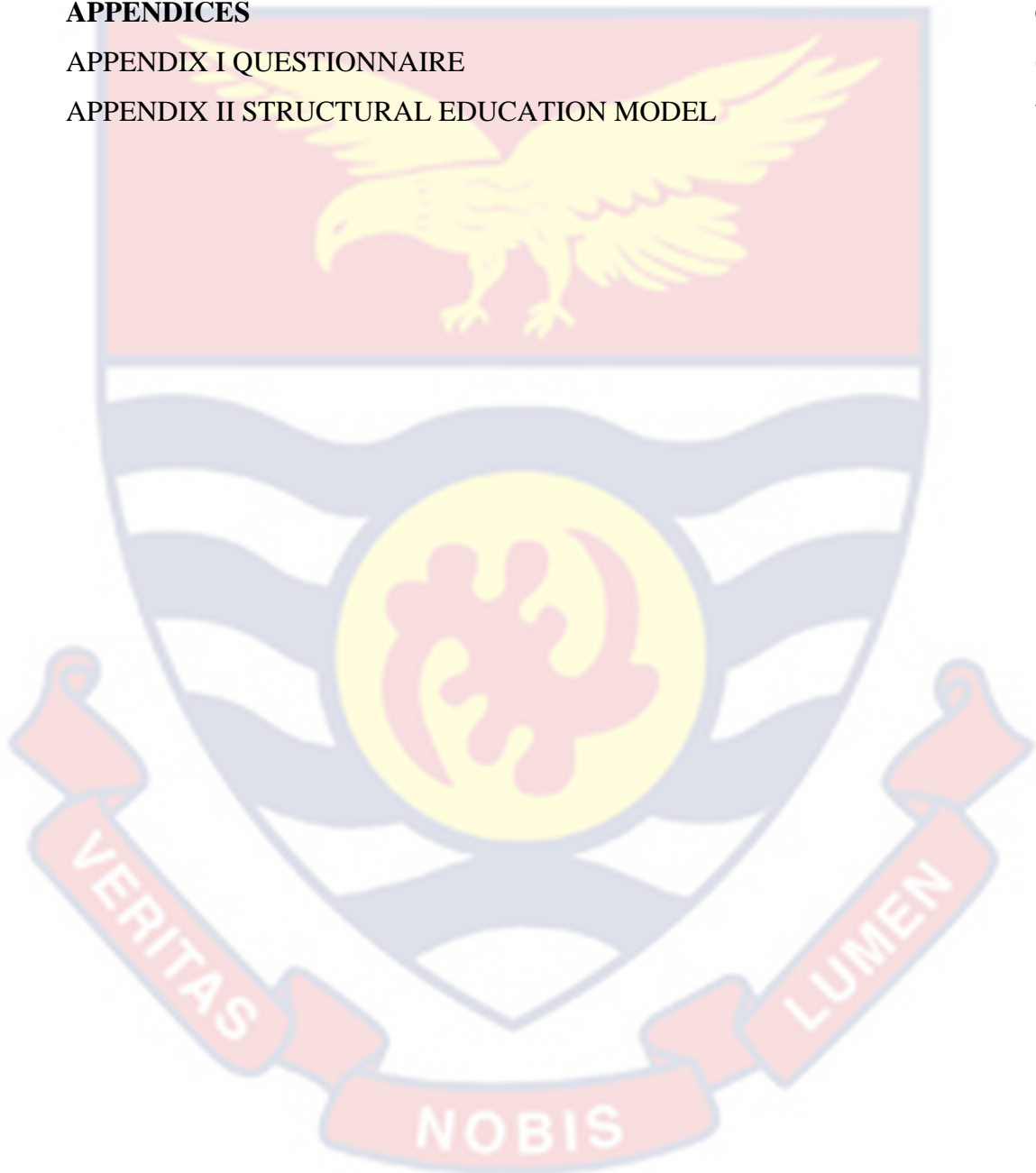
**TABLE OF CONTENTS**

<b>DECLARATION</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS</b>	<b>iv</b>
<b>DEDICATION</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST TABLES</b>	<b>ix</b>
<b>LIST OF FIGURES</b>	<b>x</b>
<b>LIST OF ACRONYMS</b>	<b>xi</b>
<b>CHAPTER ONE</b>	<b>1</b>
<b>INTRODUCTION</b>	<b>1</b>
Background to the Study	1
Statement of Research Problem	5
Main Objective of the Study	7
Specific Research Objectives	7
Specific Research Questions	7
Significance of the Study	8
Delimitations of the Study	9
Organisation of Dissertation	9
<b>CHAPTER TWO</b>	<b>11</b>
<b>LITERATURE REVIEW</b>	<b>11</b>
Theoretical Foundation of the Study	11
Organizational Support Theory	11
Douglas McGregor's Theory X-Y	12
Behavior Theory of Leadership	13
Understanding the Concepts of the Study	14
Defining Leadership	14
Democratic Leadership Style	15
Transactional Leadership	16
Transformational Leadership	17
Autocratic Leadership Style	18



Organizational Citizenship Behaviour	18
Empirical Literature Review	25
Relationship between Leadership Styles on Employee Job Performance	25
Impact of Leadership Styles on Organizational Citizenship Behaviour among Employees	28
Summary of Chapter	29
<b>CHAPTER THREE</b>	<b>30</b>
<b>RESEARCH METHODOLOGY</b>	<b>30</b>
Research Design	30
Target Population of the Study	31
Sample Size and Sampling Techniques	32
Sampling Technique	33
Study Area	34
Data Collection Instrument	35
Data Collection Procedure	36
Pilot Test of Instrument	36
Data Analysis Technique	37
Partial Least Squares Structural Equation Modeling (PLS-SEM)	37
Ethical Consideration	38
<b>CHAPTER FOUR</b>	<b>39</b>
<b>RESULTS AND DISCUSSION</b>	<b>39</b>
Demographic Characteristics of Respondent	39
Assessment of the Measurement Model	41
Structural Model Assessment	46
Structural Path Effect of Leadership Styles on Employee Job Performance	48
Structural Path effect of Leadership Styles on Organizational Citizenship Behaviour	51
Summary of Chapter	54
<b>CHAPTER FIVE</b>	<b>55</b>
<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>55</b>
Overview	55

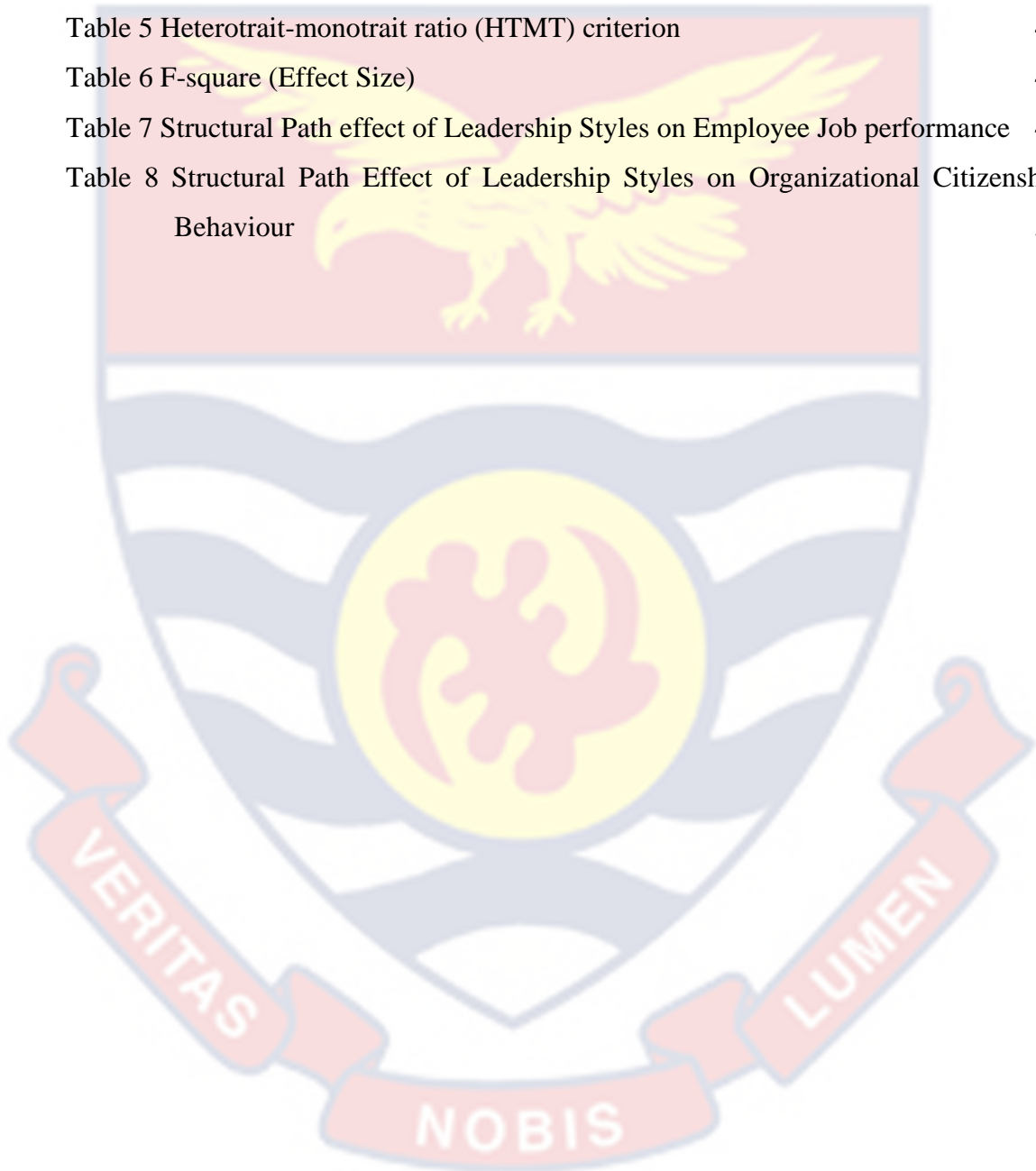
Summary of Findings	55
Conclusions	56
Recommendations	58
<b>REFERENCE</b>	<b>60</b>
<b>APPENDICES</b>	<b>66</b>
APPENDIX I QUESTIONNAIRE	66
APPENDIX II STRUCTURAL EDUCATION MODEL	71





**LIST TABLES**

Table 1 Demographic Characteristics of Respondent	40
Table 2 Indicator Loadings	43
Table 3 Construct Reliability	44
Table 4 Fornell & Larcker Discriminant Validity Criterion	45
Table 5 Heterotrait-monotrait ratio (HTMT) criterion	46
Table 6 F-square (Effect Size)	48
Table 7 Structural Path effect of Leadership Styles on Employee Job performance	49
Table 8 Structural Path Effect of Leadership Styles on Organizational Citizenship Behaviour	52



## LIST OF FIGURES

Figure 1 Conceptual Framework	25
Figure 2 Map of Ashanti Region	35
Figure 3 Structural Model	47



## LIST OF ACRONYMS

AVE -Average Variance Extracted

CB -Organizational citizenship Behaviour

DCEs – District Chief Executives

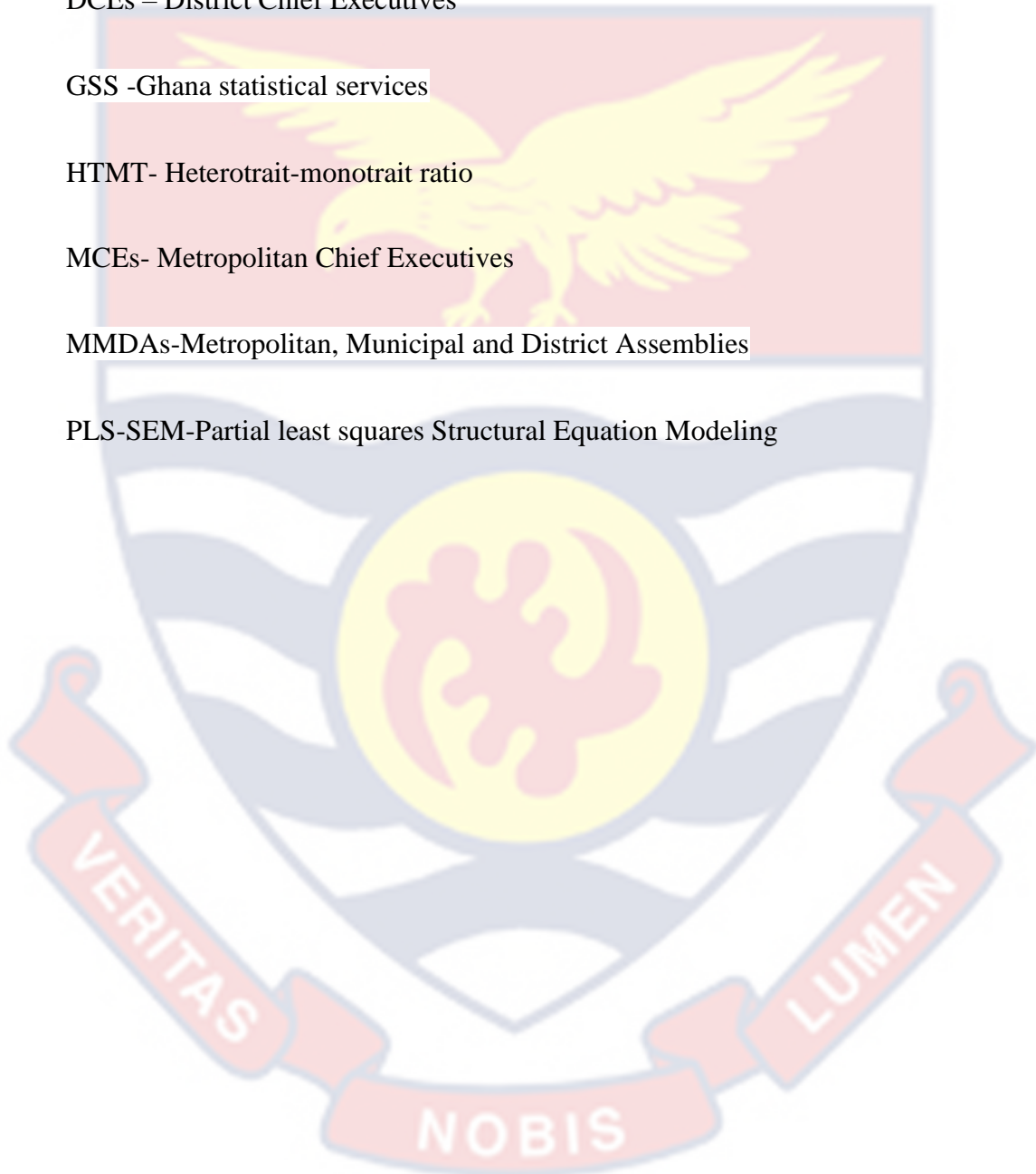
GSS -Ghana statistical services

HTMT- Heterotrait-monotrait ratio

MCEs- Metropolitan Chief Executives

MMDAs-Metropolitan, Municipal and District Assemblies

PLS-SEM-Partial least squares Structural Equation Modeling



## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

The success of every organization essentially depends on the effectiveness of leadership and performance of the employees. Good leadership is one of the critical factors that drives the efficiency and effectiveness of organizational management (Cameron, Quinn, DeGraff & Thakor, 2022). Leadership has been defined as the process in which an individual directs, and influences a group of followers towards achieving a common goal (Bolden, Hawkins & Gosling, 2023; Northouse, 2007; Rezaei, Yarmo-hammadian, & Mahmoodzadeh-Ardakani, 2017). In this apart, leadership has been described as the capacity for an individual to inspire, direct and change the behaviours of other people in order to produce a significant outcome for an organisation (DuBrin, 2022). Leaders apply different leadership styles in their organizational management so that they can reach the projected outcomes, desired objectives goals. Afsar and Umrani, (2020) and Guterresa, Armanu and Rofiaty, (2020) defined leadership styles as a set of behaviours adopted by leaders which largely motivate them to influence their subordinates reach the organizational goals and objectives. A study by Guterresa *et al.*, (2020), categorized leaderships into democratic, autocratic and laissez-faire. Autocratic, democratic and laissez-faire leadership styles. Autocratic leaders strictly adopt the command and control approach to influence the behaviour of employs. Autocratic leaders are motivated to use tools such as threats, punishment, reward to direct and control the followers (Olayisade, & Awolusi, 2021). In a restricted sense, autocratic leaders sets goals for the employees and command them to perform the tasks without entertaining any questions from flowers and consideration of their opinions. According to (Olayisade, & Awolusi, 2021), a democratic leadership

style employs their followers in the decision-making process in the organisation. The democratic leaders encourage participation of employees in addressing challenges and working together to achieve the organizational goals and objectives. Laissez –faire leadership style moreover involves giving the followers a maximum freedom with little or no direction and control of the activities and actions performed in the organization (Ahsan & Khalid, 2023). Laissez –faire leaders allow the employees to solve their own problems without their interventions.

In the recent literature, Alheet, Adwan, Areiqat, Zamil and Saleh (2021) classifies leadership into the transformational, transactional and Laissez–faire leadership styles. Transformational leadership styles involves a complex dynamic process in which leaders develop strong emotional relationship with the followers with the intension of influencing their values, goals, vision and beliefs. Transformational leadership style tend to develop the followers’ talent. And motivating them to achieve their self-fulfillment, expectations and goals in the organization Alheet, et al., 2021). Transformational leaders have clear vision of changing the employees’ attitude and behaviours towards achieving that reorganizational goals (Afsar, & Umrani, 2020). The transactional leadership however focuses on employing the reward and punishment approach to support the employees so as to increase their performance (Alheet, et al., 2021). Under the transactional leadership, the employees tend to have a contractual agreement and relationship with the leaders on the basis that if employees if employees achieve higher performance they are rewarded while those who obtain poor performance receive tangible performance. In this regard, employees turn to focus more on their personal interests instead of the organizational interest.

Globally there is more attention on how the various organizational leadership styles influence employees’ performance (Afsar & Umrani, 2020; Guterresa, *et al.*,



2020; DuBrin, 2022; Cameron *et al.*, 2022). Findings from extant literature such as Asbari, Hidayat and Purwanto (2021) reveal that transformational leadership has positive influence on employee job performance using readiness for change as mediating factor in Indonesia. The authors propose transformational leadership style as an emerging leadership model strongly associated with positive employee job outcomes with mediation or without mediation. In the US, authors such as Meng and Berger (2019) found that leadership has a great impact on performance and job satisfaction. Leaders who are able to influence their employees effectively and efficiently are able to direct and increase their job satisfaction and performance positively.

In Africa, studies such as Donkor, Dongmei, & Sekyere, (2021), Abdullahi *et al.*,(2020), Amegayibor (2021) and Olayisade and Awolusi, (2021) have found that leadership styles have significant influence on employee job performance. For instance in Nigeria, Olayisade and Awolusi, (2021) agree that improved employee job performance is positively linked to democratic leadership style. Democratic leaders are able to influence and motivate the employees to participate in the decision making process of the organization and contribute responsibly to productivity and performance of the organization. In Ghana, Amegayibor (2021) further conclude autocratic, charismatic, and paternalistic leadership styles influence employees' performance. The author also revealed that autocratic, charismatic, and visionary leadership styles influence error reduction while paternalistic and visionary leadership styles influence employees' quality of work. Donkor *et al.*, 2021) found that transformational and transactional leadership have significant influence on employee job performance in Ghana.

In this perspectives, recent studies on job performance and leadership styles offer strong evidence that there has been a paradigm shift from traditional authoritative



structure dictating work environment to Organizational Citizenship Behaviour (Abdullahi, Anarfo & Anyigba, 2020; Cho, & Kao 2022; Sunatar, 2022 Abdullahi, *et al.*,(2020)); Organizational Citizenship Behaviour is described as the kind of behaviour that is not included in the part of a formal work obligation for an employee, but its function can support an organization to be effective (Cho, & Kao 2022). It is often seen as an extra role which does not necessarily attracts compensation. Organizations have recognized the relevance of leadership styles and their influence on discretionary and individuals' initiatives, and cooperation in achieving the goals of an organization. Sunatar (2022) found that there is significant positive effect between employee competence on organizational citizenship behavior and a significant positive effect between leadership styles on employee performance mediated by organizational citizenship behavior.

From this background, it is evident that organizational citizenship behaviour have a greater potential in the various organizations to influence positive organization survival that reinforces employee motivation and job performance. Organizational citizenship behaviour (OCB) has further created a new direction for scholars to re-examine the direct and indirect channels as mechanism through which leadership styles can contribute to employee job performance. Motivated by this backdrop, this study investigate the impact of leadership on OCB and employee job performance in in the public sector.

The Public sector consists of organizations, local governments or cities with significant control, through full, majority or significant minority ownership (Buchheim, Krieger & Arndt, 2020). Compared to the private sector, the public sector play critical role in the development of the country. The public sector organizations are controlled based on corporate principles and practices which contributes to the growth and

development of the public sector organizations (Ackers & Adebayo, 2022). For example the authors suggest that public sector enterprises are mechanisms that could be leveraged to assist African states such as Ghana achieve their development Agenda. Hence the present study investigates the impacts of leadership styles on employee job performance and Organizational citizen behaviour among the public sector employees in Ghana.

### **Statement of Research Problem**

The public sector plays a vital role in an economy especially in the developing countries in providing goods and services that would not be attractive to private enterprises. The public sector in Ghana is the centre of most reported fraud cases, corruption acts and poor employee job performance (Owusu, Koomson, Alipoe & Kani, 2022, Donkor, Dongmei, & Sekyere, 2021). The public institutions in the public sector space in Ghana plays a vital in the socioeconomic development of the country. The public sector in Ghana provide employment opportunities for the labour force, contributes to innovation, development of human resources, production of goods and services.

Donkor, Dongmei, and Sekyere, (2021) stated for public sector organizations and enterprises to survive and improve their performance in this turbulent environment and achieve set objectives, they need to provide leadership that will influence employee job performance. High performance and Productive employees are the lifeblood of every organization. Employees are further seen as the assets of every organization especially employees who are innovative, creative and cooperative and are highly appreciated and encouraged (Donkor, *et al.*,2021). Nonetheless, the long-standing question is to what extent can leadership architecture in the public sector space in the Ghanaian economy improve employee job performance and organizational citizenship

behaviour? Given the increasing concerns of the role of the public sector in developing countries such as Ghana and the perceived poor performance among employee job performance in the in the public sector, this study is designed to investigate how leadership styles can contribute to improving the employee job performance in the public sectors institutions and organizations in Ghana. recent studies indicate that organizational citizenship behaviour has contributed positively to organizational outcomes and employee job performance (Pristiwati & Bambang, 2018; Sunatar, 2022). The recent scholars agree Organizational citizenship behaviour further promotes long-term organizational success. The types of leadership styles determine employees' feeling about the organization, employee job performance and their citizen behaviour in an organization (Nazarian Atkinson, Foroudi, Velayati, and Edirisinghe & Hosseini Tabaghdehi 2022).

Extensive review of literature reveals that the studies on the influence of leadership styles on organizational leadership and employee job performance have largely been conducted in the private organizations (Amegayibor, 2021, Hilton, Arkorful, & Martins, 2021). While the public organizations have received limited attention Donkor et. al., 2021). There are limited number of studies that discuss the influence of leadership styles on organizational citizenship behaviour and employee performance in the public sector state owned institutions in the developing countries such as Ghana (Owusu et al., 2022). Based on this backdrop, this study investigate the extent to which leadership can influence employee job performance and Organizational citizenship Behaviour in the public sector in Ghana using the Metropolitan, municipal and district Assemblies (MMDAs) employees in the Ashanti region as a case.

### **Main Objective of the Study**

The main research objective of the study sought to investigate the direct and indirect influence on employee performance through the mediating effect of organizational citizenship behaviour in a state owned enterprises from the Kumasi Metropolis.

### **Specific Research Objectives**

1. To examine the effect of Democratic leadership style on Employee job performance and Organisational Citizenship Behaviour
2. To identify the impact of Autocratic leadership style on Employee job performance and Organisational Citizenship Behaviour
3. To examine how Transformational leadership style influence Employee job performance and Organisational Citizenship Behaviour
4. To investigate the impact of Transactional leadership style on Employee job performance and Organisational Citizenship Behaviour

### **Specific Research Questions**

1. What is impact of Democratic leadership style on Employee job performance and Organisational Citizenship Behaviour
2. Does autocratic leadership style influence Employee job performance and Organisational Citizenship Behaviour
3. What is the effect of Transformational leadership style on Employee job performance and Organisational Citizenship Behaviour
4. How does Transactional leadership style influence Employee job performance and Organisational Citizenship Behaviour



## Significance of the Study

This study is among the pioneering studies to investigate the direct effects of leadership styles on employee job performance and organizational citizenship behaviour in the public sector in the context of a developing country such as Ghana. The outcome of the study has enormous contributions to literature, theory, management, policy and practice.

Firstly, the study contributes to the existing leadership and job employee job performance literature. The study addresses the research gaps in the extant literature on how leadership styles such as transformational, transactional or democratic leadership styles contribute to job performance specifically in the public sector. The findings clears the inconsistencies and inconclusiveness in literature regarding the mediating mechanism role of Organizational Citizenship Behaviour in the relationship between leadership styles and employee job performance.

The study further sheds more light on the leadership theories and expand its applications to address the performance of employees in the public sector. The findings from the study would moreover serve as a guide to future researchers. The findings from the study will be a spring ball for future studies. The quantitative approach such as the structural equation modelling (SEM) employed in the study will strengthen the research design and techniques.

Moreover, the findings from the study brings together leadership concepts, psychological factors such as the Organizational citizen behaviour and employee job performance. The study test how the psychological factors serve as a mechanisms for leaders to improve the performance of the employees in the public sector. Practically, the findings from the study will guide enhance the abilities of managers and directors

in charge of the public sector organizations to improve the performance, productivity of their employees. Finally, the findings will help guide policy makers to design appropriate policies to management the public sector institutions and organizations in the country. Understanding how leaders can achieve the desired outcomes in the public sector will help them to formulate clear policies and guidelines for industrial harmony, recruitment of leaders, and evaluation of employees in charge of the Public sector in the developing countries such as Ghana.

### **Delimitations of the Study**

The study sought to investigate the direct impacts of leadership styles (transformational, transactional, and Democratic) on organizational citizenship behaviour and employee job performance in Ghana. The study further test hypothesis on how the Organizational citizenship behaviour serves as mechanisms through which the leadership styles contribute to shape employee job performance. The study is limited to only the public sector specifically the MMDAs in the Ashanti region of Ghana. The study employs solely the quantitative research approach and innovative computational analysis such as the SEM.

### **Organisation of Dissertation**

This study consists of five chapters. The first chapter sought to provide an introduction to the study. It comprises the background to the study, statement of the problem, research objectives, research questions, significance of the study, limitations of the study, scope of the study and organization of the study.

The chapter two focuses on the literature review and conceptual framework. The chapter three discusses the research methodology and techniques employed. This



embraces research design, target population, sample and sampling procedure, data collection methods, and data analysis techniques.

The chapter four encompasses the data presentation, analysis and discussion. Finally, the chapter five presents summary of findings, conclusions, recommendations and suggestions for further studies.



## CHAPTER TWO

### LITERATURE REVIEW

This chapter reviews the related literature, concepts and theories underpinning the study. The chapter is divided into three strands. The first strand presents the various related theories employed in the study. The second strand discusses the conceptual reviews while presenting the various concepts of the study. The final strand presents the empirical review and the summary of the chapter.

#### **Theoretical Foundation of the Study**

This section discusses the various related theories employed to support the explanations and discussions of the findings of the study. The study focused on Organizational support and Leadership theories as discussed below.

#### **Organizational Support Theory**

In line with the tenet of theory of organizational supports, employees perceive that the organization is the source of their economic livelihood, respect and all other benefits are derived from the organization. In this vein Baran, Shanock, & Miller (2012) and Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis (2017) argue that employees have the passion to contribute significantly to the achievement and significant outcome of the organization in order to meet their motives. However, they expect that the organization also recognizes their effort and show concern about them. In that regard, if employees are recognized by the organization, they tend to put up the best of their effort and energy to ensure the progress of the organization. Hence the organizational support theory suggests that employees are more committed to the organizational goals and achievements if the managers and the administrators of the organization demonstrate much concern about the employees' commitment to the organization.

According to Kurtessis et al., (2017) the Organizational support theory implies that the organizations needs to support employees to achieve their expectations and perceived needs. In this case, once the employees feel that, the organization shows much care and attention to their well-being or needs of the employees and recognize their work efforts, they also become much committed to their obligations and responsibilities including other duties outside their assigned responsibilities. Similarly, if the organization rewards hard work and effective performance of the employees, they tend improve their performance and take up even additional responsibilities.

The perception of organizational citizenship behavior makes an individual look like a good citizen as well as facilitating him to achieving personal. Sunatar (2022) found that organizational citizenship behaviour mediate the relationship between leadership styles and employee job performance. Since organizational citizenship behaviour has positive and significant impact on employee job performance, it become a channel through which managers can indirectly contribute to employee job performance. If leader can support employee to feel the sense of belongingness and participation they would develop the citizenship behaviour in the organization which will directly improve their job performance (Pristiwati & Bambang, 2018).

### **Douglas McGregor's Theory X-Y**

McGregor developed Theory X-Y in 1960 (McGregor, 1960). McGregor's contribution was to categorize the various attitudes a manager might have toward their employees, with X and Y serving as the extremes. Two contradictory observations of people at work that have an impact on management style are explained by this idea. According to Theory X, the typical person despises work and will do anything in his or her power to avoid it (Emmanuel, 2021). As a result, in order to ensure that corporate

goals are reached, personnel must be pressured, controlled, and directed; as a result, they desire to be managed in this way in order to avoid responsibility.

Additionally, it is predicated on the idea that people lack ambition and mostly pursue security. The 'traditional' theory of human behavior is sometimes known as theory X. Contrarily, Theory Y believes that employees are driven, eager to assume greater responsibility, and will exercise both self-control and guidance toward the performance objectives that have been provided to them (Emmanuel, 202; Prottas & Nummelin, 2018). This commitment is a function of the incentives and rewards connected to the accomplishment of those goals. In order to solve challenges at work, people will use their imagination, cunning, creativity, and invention.

### **Behavior Theory of Leadership**

According to the behavioral theory, leaders can be made rather than born, and their conduct can be defined and learned (Nawaz & Khan, 2016). To enable people to be trained as leaders, behavioral theorists identified determinants of leadership. In order to comprehend the connection between a leader's actions and how followers respond emotionally and behaviorally, behavior theories of leadership effectiveness put a focus on the conduct of the leader (Nawaz & Khan, 2016). Then, according to Deshwal and Ali, (2020) behavioral theorists created training programs to alter managers' leadership behaviors and believed that the most effective leadership philosophies could be learnt. The behavioral hypothesis, in contrast to the trait theory, postulates that leadership capacity may be learnt rather than being inherent.

The behavioral theory postulates that that leaders can be made rather than being born and that leadership is based on definable and learnable behavior (Nawaz & Khan, 2016). Behaviour theory brings forwards the key reasons and determining factors of

leadership and how good leaders can emerge or trained. The behavioral theory emphasizes on the nexus between leadership styles and their behavioral patterns. The theory highlights on the emotions and behaviour of leaders as underlying factors that drive leaders to do what they do. This assumes how leaders can use their authority and power to control their subordinates and employees.

### **Understanding the Concepts of the Study**

This section review the relevant concepts used in the study. These concepts include leadership styles, organizational citizenship behaviours (OCB) and employee job performance.

### **Defining Leadership**

The concept of leadership is very complex and has several implications for organizational performance. Leadership is the exercise of power and authority and focuses on the level of influence on people towards specific goal or vision (Deshwal & Ali, 2020). Leadership may emphasize how people are able to help their subordinate to reach a particular goal with minimal support and direction (Emmanuel, 2020; Prottas & Nummelin, 2018). It is important to indicate that leadership styles differ from individual to individual or from organization to organization. For example, when leading in periods of stability, the primary leadership activities relate to providing guidance and motivation; however, when leading in eras of change, the primary leadership activities require adaptability, with the critical emphasis on problem solving, strategic planning, and innovation (Emmanuel, 2020; Prottas & Nummelin, 2018).

Leadership goes beyond just leading way or printing to a location. Leadership involves facilitating, supporting, enraging and providing enabling environment to push employees in an organization towards an achievement of organizational goals. Nawaz



& Khan (2016), highlights that, there are several challenges that confronts leaders and the process of leading the followers. Effective and efficient leaders puts the vision, mission and strategic plans of the organism ahead and leader the followers to achieve them. The attitude and styles of leader's determine the productivity and performance of the followers or employees (Prottas & Nummelin, 2018).

### **Democratic Leadership Style**

Oussible & Tinaztepe, (2022) points out that this style exhibits great focus of power among the groups; is geared towards the group as a whole and involves greater interactions within the group. It can be deduced from the view of Oussible & Tinaztepe, (2022) that the democratic leader shares leadership functions with his/her subordinates, sees himself/herself as a team member, and motivates and involves members of a group in decision-making process.

Rosing, Boer & Buengeler, (2022) thus agrees that democratic are more effective than those who are non-charismatic, autocratic, controller and transactional. The leader lays the problem before members of the group and calls for discussion. In this context, he/she allows the decision to be made by the followers and does not impose decisions on employees or followers. Democratic leaders only play facilitating role and support the followers to make good decisions. He/She thus builds consultation, ensures consensus building and sometimes allows his subordinates to take a vote on a topic before a decision is taken. In this respect, he/she serves as a coach and negotiator.

Sharma (2021) however cautions that this style tends to involve a lot of time wastage since mostly followers engage in several confusing decision-making process before arriving at a common grounds to decide. It has also been observed that this style is not appropriate in matters that require on-the-spot decisions. This, notwithstanding, Sharma (2021) opined that the democratic leader preserves staff morale high. They also



added such a leader sustains positive climate in the institution. Democratic leader makes any of his/her subordinates feel that he/she is important in the organization. As such democratic leaders motivate subordinates to adopt organizational visions as their own, through inspiration.

### **Transactional Leadership**

The main reflection of transactional leaders is to implement structures that will improve and sustain performance; substitute one organizational goal for another; reduce opposition to particular actions; and help to execute decisions (Changar, & Atan, 2021; Sunarsi, Paramarta, Munawaroh, Bagaskoro, & Evalina, 2021).

It can be noted that transactional leaders concentrate on the completion of tasks and depend organizational rewards and punishments to inspire employees. That is, the leader is expected to reward followers who carry out or have carried out their roles and assignments as spelled out by him/her. In other words, the leader rewards or disciplines the followers based on the appropriateness of the follower's performance (Changar, & Atan, 2021),

In view of this, the transactional leaders regularly assists his followers to understand what ought to be achieved in line with the set goals or organisation's objectives.

Transactional leaders employ what appeals to their own self-interest to gain group performance. They entice their subordinates by promising those rewards for achieving desired outcomes (Purwanto & Sulaiman, 2023). The transactional leader's relationship with his/her subordinates can be described based on three phases. The first phase is that the leader finds out what the subordinates expect from their work and provides it for them when their performance is satisfactory. Second, the transactional

leader exchanges rewards and promises for the subordinates efforts. The last phase is that, if the subordinate's interest is about the completion of the work, the leader acts in response to them (self-interest) (Purwanto & Sulaiman, 2023; Sunarsi et al, 2021). Transactional leaders employ contingent reinforcement to motivate their followers to perform.

### **Transformational Leadership**

Transformational leadership is the type of leadership styles focusing on installing change in the followers, employees or organization (Purwanto & Sulaiman, 2023; Madi Odeh, Obeidat, Jaradat, Masa'deh, & Alshurideh, 2023). Empirical evidence on transformational leadership also reveals a strong correlation with employees work outcome such as: higher productivity level, lower turnover rates, creativity, goal attainment, employee satisfaction and well-being of the follower.

Burns (1978) first presented the concept of Transformational Leadership as a process for leaders to uplift followers to high levels of motivation and morality.

Bass & Riggio (2010) operationalised the concept employing three key three distinct behaviors: charisma, intellectual stimulation, and individualized consideration. Bass & Riggio (2010) explained that Transformational Leadership often encompasses charismatic and visionary leadership. Transformational leader walks to the talk and does not only take to the vision but enact it. Transformational leadership considers the needs of the followers as the main focus. The implication is that transformational leader motivates his/her subordinates to move above and beyond their normal duties by educating them on the importance of the course of the overall organization. It also presupposes that transformational leaders attempt to gain the commitment of his followers. The concept of transformational leadership involves bringing about change

in individuals and social systems by prioritizing the intrinsic motivation and personal growth of followers (Kazmi, Naarananoja, & Wartsila, 2016).

### **Autocratic Leadership Style**

Autocratic leaders are known to dictate the methods and techniques for accomplishing the activities. It is also referred to as authoritarian leadership style in that power, authority and decision-making reside in the leader. Workers under an autocratic leader may be seen as working under pressure and fear most of the time and often show dissatisfaction to this form of leadership by various means such as indulging in eye service, lateness to work, reduction of work output, sabotaging the work, seeking transfer or voluntarily resigning from the establishment (Akor, 2014). The autocratic leader finds it difficult to get genuine love, support and cooperation from subordinates who regard his administration as a “one man show”.

With this leadership style, the attitudes of the subordinates towards a decision do not bother the leader (Solihah, Budiawan & Nugraha, 2021). The leader's interest lies in getting the task done. The staffs are told what to do and how to do it. This style is also referred to as task-oriented/ Also, all interactions within and among groups also move towards the manager (Solihah et al., 2021). The manager solely exerts authority for determining policy, procedures for attaining goals and controls rewards or punishments. It can thus be said that the authoritarian leader does not ask for subordinates' opinions in any course of action he takes. It has been observed that this style is the most appropriate in emergency situations.

### **Organizational Citizenship Behaviour**

Organizational Citizenship Behaviour (OCB) is the kind of behaviour exhibited by employees based on their own discretion not enforcement from managers as part of

their formal job description (Organ, 2018). Employee organizational citizenship behaviour describes the type of work undertaken by employees above their formal roles and responsibilities assigned to them by the organization. Employee's take up extra responsibilities that are not formally part of their job descriptions. Mackenzie & Organ, (2006) and Organ (2018) conclude their organizational citizenship behaviour helps organization to maximize their productivity and achievement of their goals.

Organizational citizenship behavior further maximize the efficiency and productivity of both the employees and the organization which will ultimately contribute to the effective functioning of an organization (Organ, 2018). Employees who demonstrate citizenship behavior are committed and to their duty. These employees are mostly recognised by managers and the organizations see them as their favorite and mostly liked by the organizations (Sa'adah & Rijanti, 2022). When employees are treated with kindness and given favorable treatment they will reciprocate by exhibiting citizenship behavior.

Organizational citizenship behaviour implies and emotional attachment exhibited by the employees to the organizational environment. Employees demonstrate greater commitment to ensure that they support the organization activities and offer the best of their efforts. Widarko, & Anwarodin (2022) noticed that employees who exhibit organizational citizenship behaviour are able to increase work output, reduce absenteeism, improve quality of work, and productivity.

Organizational citizenship has a positive impact on organization and its members and it helps the managers to be able to create a cooperative environment that can increase effectiveness of employees (Podsakoff, 2006).



Pristiwati & Bambang (2018), Sunatar (2022) and Organ (2018) noticed the various organizational citizenship behaviours shown by employees. Authors classified organizational citizenship behaviours into altruism, conscientiousness, civic virtue, sportsmanship and courtesy. These behaviours have positive attributes and impact positively on employee job performance and organizational growth.

### ***Altruism***

Altruism in the context of organizational citizenship behaviour is described as willingness of an employee to help other coworkers to accomplish their duties without expecting any reward for the extra role and task performed in the organization (Safitri, Muhibbin, & Narimo, 2022). For example, an altruism behaviour at work place may include helping a new employee learn how to use the copying machine, helping a coworker who is behind in work, or offering advice. The concept of altruism reflects the attitude of being selfless and having the passion and the will to always help others. Employees who show altruism puts their personal interest aside and consider group interest or organizational interest. According to Sunatar (2022), employees who show altruistic behaviour are those who voluntarily support their coworkers to accomplish their tasks successfully with expecting any reward. Altruism contributes significantly to productivity and organizational performance. It fosters good relationships among the employees and has a positive impact on organizational performance.

### ***Conscientiousness***

Conscientiousness describes the behaviour of employees who demonstrate a high level of self-discipline and always direct their attention and energy towards achieving their task and organizational performance (Safitri *et al.*, 2022; Tripathi, Singh & Varma 2023). In an organization, employees demonstrating conscientiousness are ready to follow rules, obey instructions and authority and complete assignments on time and

making frantic efforts to exceeds their expectation of responsibilities and requirements (Safitri *et al.*, 2022). In simple terms, conscientiousness is emanate from the employees' innate feelings and personal decisions to remain discipline and focused helping the organization to accomplish their task (Redman & Snape, 2010). Conscientiousness has been described as a key contribute to organization performance and employees with good OCB show high level of Conscientiousness (Tripathi, Singh & Varma 2023). Conscientiousness behaviour implies that, employees help to protect the resources of the organization and remain good stewards in the organization.

### ***Sportsmanship***

Sportsmanship is the kind of behaviour exhibited by an employee with willingness to tolerate the inevitable inconveniences and impositions of work without complaining in the organization (Naqshbandi, Tabche & Said, 2023; Tripathi, Singh & Varma, 2023). Employees who demonstrate Sportsmanship are those who are always friendly, committed to their work and refrain from complains on every unnecessary issues (Tripathi, Singh & Varma, 2023). This helps to conserve organizational energies for accomplishment of task and to a large extent relieves managers of unnecessary load/stress. The Sportmanship behaviour help to improve organizational productivity and performance. According to Organ 2018 Sportmanship behaviour help to improve the moral of coworkers and contributes to improved organizational performance.

### ***Courtesy.***

Courtesy at work place refers the organizational behaviour where individual employees show a greater sense of respect for their coworkers, leaders and the people within the organisation to foster good interpersonal relations and high productivity (Organ, 2018). Courtesy implies that, employees are united and have effective communication and relationship within the organization and can work in harmony to



ensure that the organization is able to achieve their expected outcomes. (Yahaya, Boon, Ramli, Baharudin, Yahaya, Ismail & Shariff, 2011) found that employees who show greater level of courtesy in the organization are able to increase productivity and organizational performance. Courtesy behaviour can be influenced by the kind of leaders within the organization. Leaders who are supportive and seek interest and satisfaction of the employees first are able to instill in the courteous behaviour in the employees. In the other hand, courtesy is a mindset and a thoughtful behaviour from the individual personalities. Employees who are courteous always support their leaders to accomplish the organizational goals. Courtesy yields mutual respect and enhances organizational performance.

#### *Civic virtue.*

Civic Virtue is among the dimensions of organizational citizenship behaviour which implies the extent to which an employee represents the organization and supports the vision and mission of the organization outside the jurisdiction of the organization (Sa'adah & Rijanti, 2022). Employees who exhibit civic virtue in their organization demonstrate much concern about the company and tend to promote the business activities of the organization.

Civic virtue implies that employees have the interest and willingness to contribute to the organizational activities even when their participation is not mandatory or a requirement for them (Sa'adah & Rijanti, 2022). Employees tend to accept additional responsibility in the organization without any complaint. Civic virtue is characterized by behaviors that indicate an employee's deep concerns and active interest in the life of the organization. Employees who show civic virtue behaviors are responsible members of the organization who actively engage in constructive involvement in the policies and governance of the organization (Safitri *et al.*, 2022)..

They are mostly concerned about the wellbeing of the organizations and the development of the organization.

### *Concept of Employee Job Performance*

Every organization requires productive and efficient employees to achieve its strategic vision and organizational goals. Organizations always try to improve the performance of their employee to be able to accomplish the objectives pertaining to the organizations. Employee job performance described the significant productive contributions made by the employees to the successful achievement of the organizations goals and outcomes (Omokorede and Olufunke (2017). Employee performance has been further discussed by previous scholars to include the ability of an employee to produce quality work, accomplished a given task on time or offer a satisfactory service to customers or clients of an organization. Employee job performance is often seen as the positive attitude and behaviour demonstrated by employee at work which further yield positive impact of the organizational goals (Aguinis & Burgi-Tian, 2021, Abbas & Sagsan, 2019)

Employees who are able to accomplish their assigned task mostly perceived as a source of satisfaction. The quality of employee performance determines the extent to which the organization performance will be achieved. According to Hosie and Nankervis (2016), employee job performance can be contextual or task-related performance. Employee job performance are sometimes measured based on a well-defined task describing their behaviour and attitude towards accomplishing their task effectively and efficiently. In terms of contextual, the employee performance are measured against the relationship and the willingness of the employee to independently achieve some roles or duties without supervision. Employee job performance therefore become critical for organizational performance and achievement.

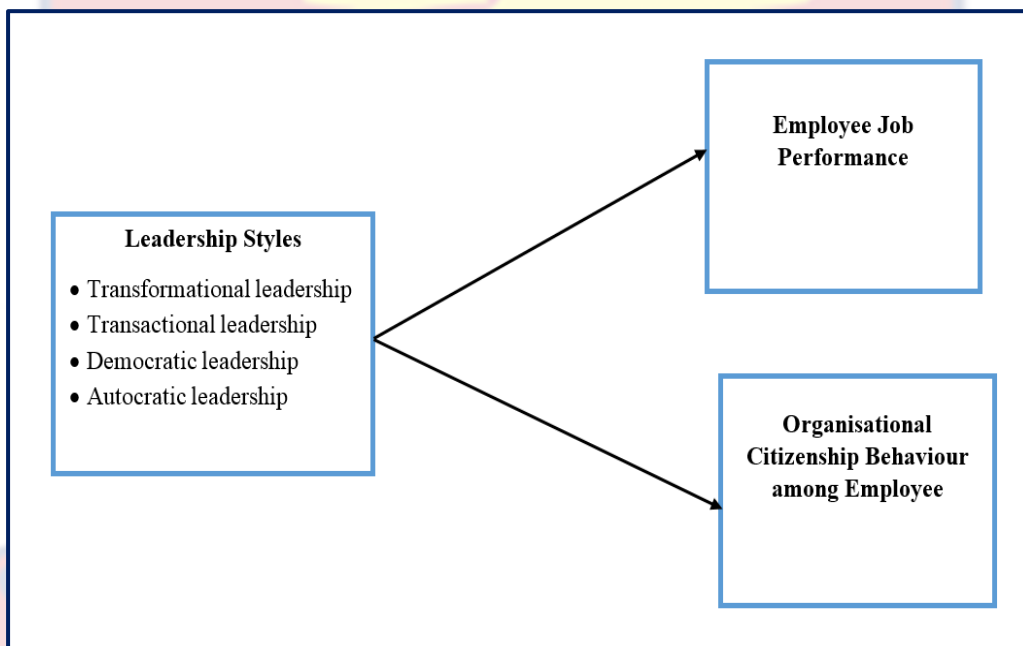
### *Conceptual Framework*

The study set out to relationship between leadership styles and employee job performance as well as the mediating role of organizational citizenship behaviour in the leadership-employee job performance relationship (See Figure 2.1). In the context of this study, the theory of organizational support helps to understand that, for employee to demonstrate much commitment and improve their job performance the management and leadership of the organization has a vital role to play. It is only when leadership shows concern about the socioeconomic and psychological needs of the employee that will motivate them to improve their performance and effectiveness of their job outputs.

It is in the view of this relationships that, recent scholars such as Abdullahi et al, (2020) Cho, & Kao (2022) Sunatar, (2022) conclude that, improvement in employee commitment and performance depends on the type of leadership prevailing in the organization. Amegayibor (2021) further conclude autocratic, charismatic, and paternalistic leadership styles influence employees' job performance. Based on this argument, the theory of organizational support was applied in this study to explain the relationship between leadership styles and employees job performance. It is fundamental to agree with the theory that, leaders who show positive care and concern about the commitment and efforts of the employees are able to positively influence the performance of the employees compared to employees without much care and concern about the needs of the employees.

Further, the theory of organizational support is relevant to explain the concept of organizational citizen behaviour and its relationship to leaders and o performance. There is high level of organizational support where leaders encourage and engage their employee in decision making process, pay attention to employees' social and psychological needs. This kind of support and treatment to the employee make them

feel that they are part of the organization and are ready to take up even extra responsibilities without expecting any reward. This behaviour makes the employee become good citizens of the organization and are ready to contribute voluntarily to the achievement of the organization's goals. Again, the theory of organizational support is vital to build a strong relationship between leadership styles, organizational citizenship behavior and employee job performance as shown in Figure 2.1.



**Figure 1 Conceptual Framework**

Source: Author's construct (2023)

## **Empirical Literature Review**

### **Relationship between Leadership Styles on Employee Job Performance**

Win and Priyashantha (2016) examined the effects of different leadership styles on employee job performance in Sri Lanka. A total sample of 150 employees were randomly selected and used for the study. The regression and correlation analyses were utilized using SPSS version 13.0 software. The study focused on three key leadership styles namely: autocratic leadership style, democratic leadership style and laissez-faire



leadership style). Win and Priyashantha (2016) found that successful management of an organization demands an effective leadership while employees' performance also requires effective supervision and leadership. The authors articulate that, the leadership behaviour displayed in an organization is significant to improve job performance in the long term in the organization. Democratic style was found to have contributed to greatest positive change in employee performance compared to the change in employee performance caused by autocratic leadership style or laissez-faire leadership style.

Study conducted by Beauty and Aigbogun (2022) focused on assessing how leadership styles can influence organizational performance using about 255 employees. The quantitative method was employed to analyse the data. The SPSS software was used to analyse the data. The results showed that transformational and laissez-faire styles have significant positive impact employee job performance. However, transactional leadership tend to have negative impact on employee job performance. The findings reveal that, to improve employee job performance, transformation leadership is key.

Similar study by Achunguh (2020) examined the influence of transformative, transactional, and laissez-faire styles on employee performance in Thailand. The goals that guided the study were to investigate the impact of transformational leadership styles on employee performance, investigate the effect of transactional leadership styles on performance, and analyze the effect of laissez-faire leadership styles on an organization's employee performance. Achunguh (2020) employed the qualitative research approaches and integration of secondary research. It was concluded that at the end that transactional leadership is useful and transformational leadership style is helpful in all time horizons.



According to Achunguh (2020) transformational and transactional leadership styles had a weak, positive, and statistically significant relationship with employees' performances. But, the relationship between laissez-faire leadership style and employees' performance was weak, negative, and statistically insignificant. The authors conclude that employees' performance is assumed to be enhanced when leaders employed transactional and transformational leadership styles. Thus, there is a need to uphold the concurring transactional leadership style accompanied by transformational leadership style both of which accounted for the significant and positive change in the performance of the employee.

Anyaegbunam & Anekwe (2021) further examined the overall impact of leadership on employee performance in Nigeria. The study involved 135 employees as study participants who answered the questionnaire and interview guide developed by the researcher. Data from the study was analysed using descriptive statistics. Anyaegbunam & Anekwe (2021) used the chi-square technique to analyse the data collected for the study. The results revealed that, transformational leadership styles has positive influence on employee job performance.

In Ghana, Gyasi-Afful, P. (2021) examined the effect of leadership styles on employee job performance at Quality Control Company Limited of Ghana Cocoa Board in the Western Region in Ghana. A total sample of 250 employees were used for the study. The quantitative approach was employed for the study. The study revealed that, transactional leadership and transformational leadership have positive impact on employee job performance. The study further revealed laissez-faire leadership has a significant positive effect on employee job performance.

Tamatey and Malcalm (2017) moreover examined how leadership contribute to employee job performance. The study utilized the mixed method approach to collect data from 921 staffs in Ghana. The study examined the impact of transactional, transformational and laissez faire on employee job performance. The find show that, both transformational and transactional leadership have positive effect on employee job performance even though they have no significant impact on the employee job performance.

### **Impact of Leadership Styles on Organizational Citizenship Behaviour among Employees**

Asgari, Mezginejad and Taherpour (2020) collected empirical data from about 250 employees in Iran. The quantitative research approach was used and analysis such as correlation and regression was used for the study. The results show that, leadership styles have significant effect on employee organizations citizenship behaviour.

In China, Ullah, Wisetsri, Wu, Shah, Abbas and Manzoor (2021) investigated the role of leadership styles in organizational citizenship behavior. The study further tested a mediation effects of self-efficacy. In this study, a total of about 370 employees working in the banks and other organization were included in the study. The Structural equation model was used for the data analysis. The findings from the study showed that leaders who were responsible, inclusive, authentic, and supportive contributed positively to the employees' organisational citizenship behaviour.

Moreover, the study by Masood, Siddiqui, Lodhi, & Shahbaz (2020) investigated the how leadership influence OCB in Pakistan. Empirical data was collected from 240 respondents selected for the study. The quantitative data analysis were used and the results show that leadership styles such as transformational and

transactional style have positive impact on OCB whereas other leadership styles such as laissez faire style had negative influence on OCB.

Dartey-Baah, Anlesinya, & Lamptey (2019) examined how transformational (TFL) and transactional (TSL) on organizational citizenship behavior (OCB). The study collected empirical data from 209 employees in about 45 different hospitality institutions. The multiple regression technique was used to analyse the data collected. The results showed that both transformational, transactional and democratic leadership styles have significant and positive effects on organizational citizenship behaviors.

### **Summary of Chapter**

The study examined the influence of leadership styles on employee job performance and organizational citizenship behaviour. Based on this purpose, the chapter two reviewed relevant literature on the concepts, theory and empirical studies. The chapter covered some key theories of leadership such as Theory X and theory Y. The study further review concept's on types of leadership styles such as democratic, autocratic, transformational and transitional leadership styles.

The chapter also covered the concepts of organizational citizenship behaviour. The five dimensions of the OCB have been discussed under the chapter. The relationships between leadership styles and OCB have been discussed. The concept of employee job performance has also been presented in the chapter while a full conceptual framework have been developed for the study. Finally, the empirical literature on the influence of leadership styles on employee job performance and organizational leadership styles have been provided.

## CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter discusses the methods and techniques used to collect data and analyse the findings based on the objectives. The chapter covers the design for the study, description of research setting, target population, sampling methods, survey tools, pilot study and ethical consideration.

#### Research Design

The quantitative research approach guided this study. The quantitative research approach helps the researcher in gathering of quantitative data for the analysis of the real influence of the leadership styles on organizational performance and organizational citizenship behaviour. In this study, hypotheses were tested to deepen the understanding of the research question and findings based on the quantitative data and objectivity of the analysis. According to descriptive survey research studies are designed to obtain pertinent information concerning current status of phenomenon.

The descriptive cross-sectional survey research design was used in this study under the quantitative research approach in this study order to achieve the stated objectives of the study. According to Johnson and Christensen (2017) this kind of research design is mostly suitable for investigating comparisons, relationships or differences of samples of subjects in a study. The research design guides this study to design a questionnaire as an instrument to gather quantitative information from the subjects. The application of the descriptive research design helps the researcher to avoid manipulating the variables and the data. Research design refers to a master plan, blueprint or an outline specifying the procedure to be used in seeking an answer to the research questions (Creswell, 2014; Kerlinger, 2004).



Descriptive cross-sectional Survey was applied in this study to identify the type of leadership styles pertaining in the public organizations in Ghana and how these leadership styles affect organizational citizenship behaviour and performance. The descriptive survey research design aims at providing a picture of a situation as it naturally happens without manipulating the variables or the characteristics or elements of the subjects. This kind of research approach was applied to support the collection of data to answer questions concerning the phenomenon under study, and it is used to describe the nature of existing conditions, identify standards against which existing conditions can be compared. Hence the descriptive research design under the quantitative research approach helps the researcher to demonstrate a true picture of the how the various leadership styles quantitatively and objectively influence organisational performance and organizational citizenship behaviour in the public sector organizations.

### **Target Population of the Study**

Population describes the total or aggregate set of people or events or subjects in a particular area from which a sample for a study is selected (Creswell, 2009). The population can be target population or accessible population. The target population is the kind of population about which information is wanted and on which generalization is made and the target population for the study constituted public sector employees specifically those working the MMDAs. It is estimated that, there are 43 MMDAs in the Ashanti region who formed part of the study population. The target population of the study constituted all employees in the in the MMDAs in the Ashanti region. It is estimated that there about 3200 employees in the 43 MMDAs in the Ashanti region. The MMDAs which comes under the local government per the decentralization policy in Ghana have employees who occupy various positions such as planning officers,



administrators, community development staff, human resources development officers, accountants, budget officers, engineers, settlement planning officers among others.

The head of the MMDAs are the MCEs or DCEs who are politically appointed by the president or the central government and assisted by the Coordinators. The MMDAs contribute significantly to the local development projects and the implementation of government programs and projects. The MMDAs rely on the central government for funding while they also pursue their own initiatives to mobilize internal generated funds for spending and project funding. The target population was considered for the study since they have enough information and knowledge to offer information to support the achievement of the research objectives.

### Sample Size and Sampling Techniques

The study used a total sample size of 356 comprising employees from the MMDAs in the Ashanti region were estimated for the study. In this study, the formula proposed by Yamane, 1971 was used to determine the sample size.

$$n = N/1 + N(e)^2,$$

where  $n$  is the sample size,  $N$  is the total population and  $e$  is the error margin.

Therefore, to estimate the total sample size from 3200 population size for the study, the formula was utilized, thus:

$$n = N/1 + N(e)^2$$

In this case,  $N = 3200$ , and  $e = 0.05$  hence:

$$\text{Sample size } (n) = 3200/1 + 3200(0.05)^2$$

$$\text{Sample size } (n) = 356.$$

This sample size of 356 was used for the study which constituted the employees in the selected five MMDAs in the Ashanti.

### **Sampling Technique**

Sampling is the process of selecting subjects of a study from the study population (Creswell, 2009). Several sampling methods have been designed for efficiently selecting participants for a study. A sampling technique may be probability or non-probability method. In the probability method, all the elements within the target population are given equal chance to be selected and it is done randomly while with the non-probability method, the selection is not done randomly.

The study employed the probability sampling method known as a multistage sampling technique. In the situation where the population of interest is spread out over a large area and may be impossible to apply simple random sampling or apply one sampling technique, the multistage sampling method is appropriate (Creswell, 2014). A map of the area showing divisions was obtained and expansive area was divided into clusters where each MMDA constituted a cluster. The researcher then applied the simple random sampling and randomly selected five MMDAs in the study area. The lottery method was employed where a sampling frame was designed and the names of all the 43 MMDAs in the region were written on folded pieces of papers and thoroughly mixed in a container. The research then mixed thoroughly the folded papers with the names of the MMDAs in a container and gradually picked five of the papers with each paper representing one MMDA. The MMDAs randomly selected as clusters included: Adansi Asokwa District Assembly, Bekwai District Assembly, Old Tafo Municipal, Adansi North District Assembly, and Ejisu Municipal. The simple random sampling method was again applied to select the final respondents for the study. The purpose of a multistage sampling is to sample economically while retaining the characteristics of

a probability sample (Creswell, 2009). Through this process, 326 respondent were selected for the study.

### Study Area

The Ashanti Region is centrally located in the middle belt of Ghana and lies between longitudes 0.15W and 2.25W, and latitudes 5.50N and 7.46N. The region shares boundaries with four of the of the 16 political regions including Bono East in the north, Eastern region in the east, Central region in the south and Western region in the South west (GSS, 2012). The Ashanti region covers a total land area of 24,389 square kilometres representing 10.2% of the total land area of Ghana. The region has a total population of 5, 432,48 which represents about 17.6% of the country's total population and a population density of 148.1 persons per square kilometres (GSS, 2021). Administratively the Ashanti Region is divided into Forty-three (43) Metropolitan, Municipal and District Assemblies (MMDAs). These are one (1) Metropolis, Eighteen (18) Municipalities and Twenty-Four (24) Districts as indicated below.

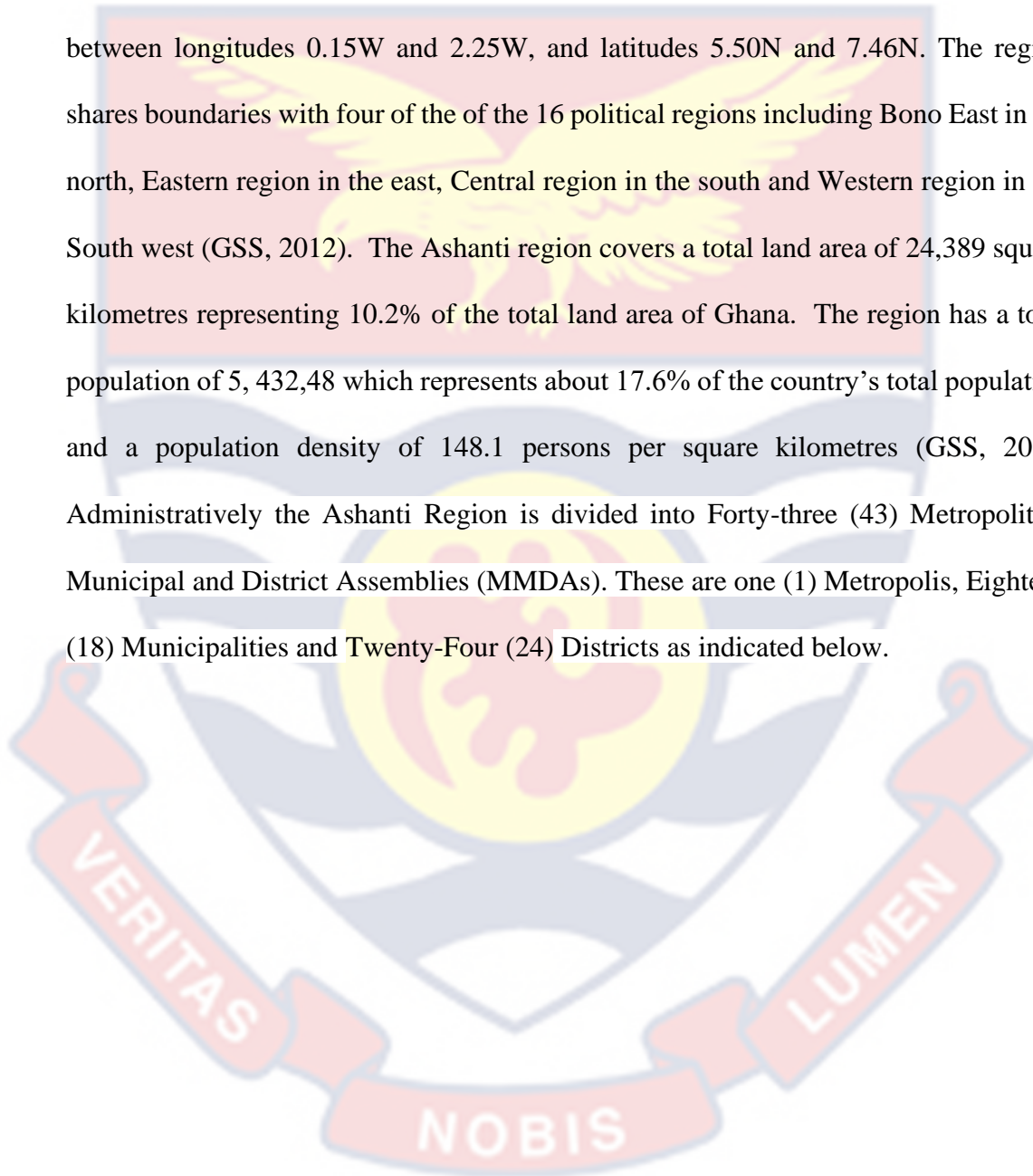




Figure 2 Map of Ashanti Region

### Data Collection Instrument

The study adopted a researcher- designed structured questionnaires for the study. The questionnaire items used in this study were divided into five main parts. The first section covered the demographic characteristics of participants, Section II also constituted items on leadership styles measured on 5-point Likert scale ranging from 1(strongly Disagree) to 5 (Strongly Agree). Further section III covered items on Organizational Citizenship Behaviour while the section IV comprised the items on Employee Job performance also measured on measured on 5-point Likert scale ranging from 1(strongly Disagree) to 5 (Strongly Agree). The use of structured questionnaires promises a wider coverage and gives assurance of greater anonymity. Again, the questionnaires are completed at respondents' convenience and it is less expensive than other methods such as interview (Saunders, Lewis & Thornhill, 2009).



### **Data Collection Procedure**

A permission letter was further obtained from the MMDAs that allowed the researcher to collect data or invite the employees in the various MMDAs selected for the study to participate in the study. The consent of the final participants were sought and briefed on the purpose of the study. The final respondents sampled were 326 who agreed to participate in the study.

The final respondents were administered with the questionnaire to respond to the questions. At the end of the two months data collection exercises only 216 respondents returned a usable answered questionnaire. This gave a response rate of 60.7%. the data collected were organised and presentation for the final analysis and discussion of findings.

### **Pilot Test of Instrument**

The pilot test was conducted to check the validity and reliability of the test instrument. Pilot test assisted the research to identify and discard all unnecessary, difficult or ambiguous questions, and provided the opportunity for the researcher to re-word or re-scale any question that would be answered wrongly (Kerlinger, 2004). Again, the pilot test helped the researcher to record the time that was taken to complete the questionnaire by each of the respondents on the field survey and decided whether that time allocation would be appropriate. The Pilot test was conducted in the Adansi South District Assembly using 20 employees. The District Assembly was purposively selected since the District has the same characteristics as the MMDAs where the final study took place. The results was used to test the reliability of the research instrument and to shape the final instrument.



### Data Analysis Technique

The data from the field were first checked for accuracy, consistency and organized for the analysis. The data was first coded and entered into excel for the analysis. The analyses were done using descriptive statistics, and regression specifically the structural equation modeling approached (PLS-EM). The results from descriptive analyses were then presented in tables using percentages, frequencies and standard deviation.

### Partial Least Squares Structural Equation Modeling (PLS-SEM)

The study utilized the partial least squares Structural Equation Modeling (PLS-SEM) to answered research questions. The PLS-SEM has the ability to hand multiple regression with more than one dependent variables. In this analysis, there are sets of latent variables measuring the independent variables, mediating variable and the main dependent variable. The application of SEM technique yield robust results compared to other regression estimation techniques. Recent studies have proved that Smart PLS software is more effective for PLS-SEM comparatively due to tims accuracy, reliability and robustness (Hair, Ringle & Sarstedt, 2013). The Smart PLS version 3.0 was used for the data analysis. This software helped in the estimation of measurement and structural models estimation and evaluation. The direct path effects of structural relationships were estimated using the bootstrapping approach using the following equations estimated:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_1 \dots \dots \dots 1$$

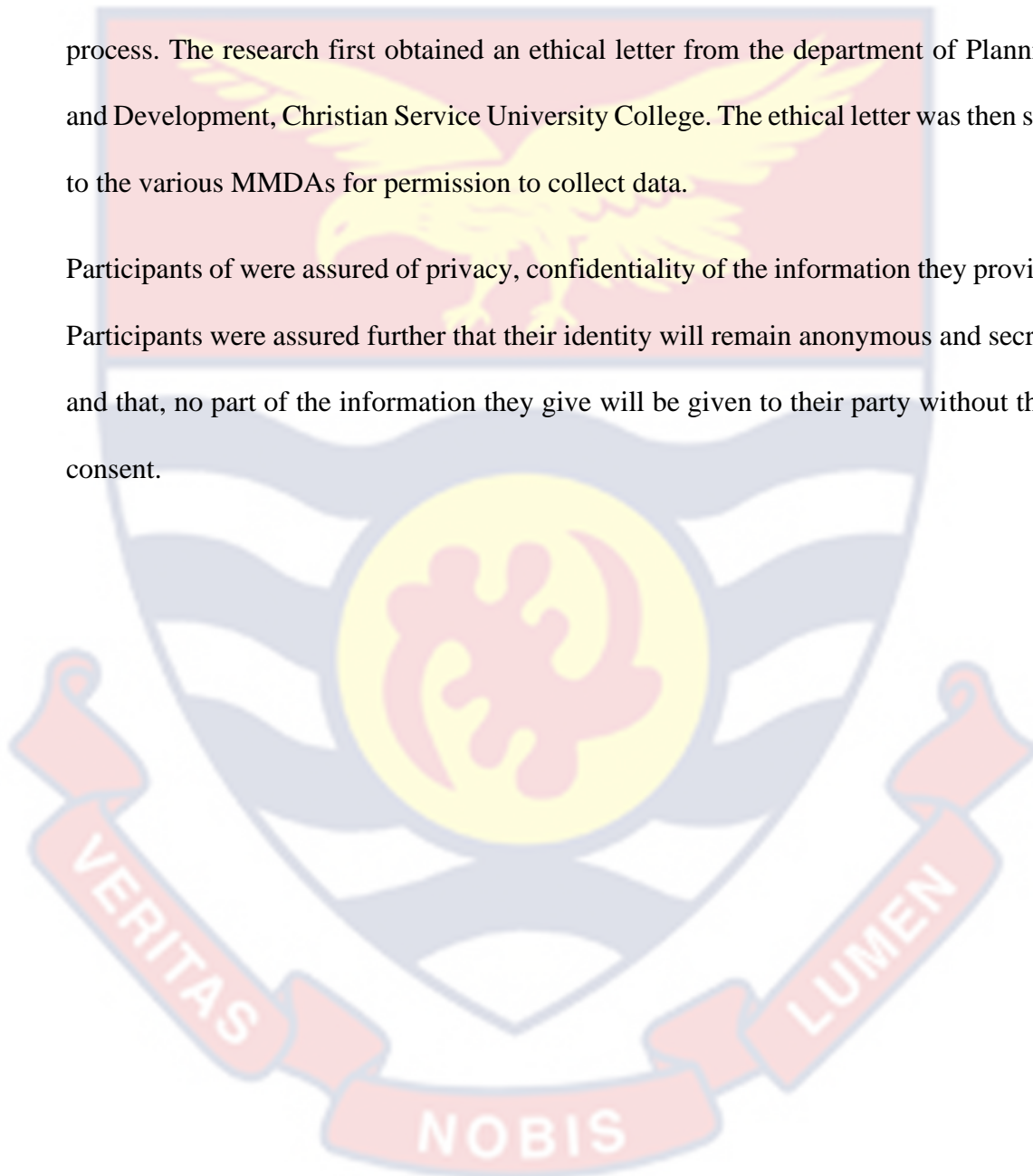
Where Y denotes the dependent variable (Employee job performance and Organizational citizen Behaviour), the coefficients represented by the  $\beta$ 's while X's

are the independent variables. Using these equations, the Structural equations approach were utilized with the Smart PLS –SEM where the model was estimated.

### **Ethical Consideration**

The study considered all the ethical considerations regarding scientific research process. The research first obtained an ethical letter from the department of Planning and Development, Christian Service University College. The ethical letter was then sent to the various MMDAs for permission to collect data.

Participants were assured of privacy, confidentiality of the information they provide. Participants were assured further that their identity will remain anonymous and secret and that, no part of the information they give will be given to their party without their consent.



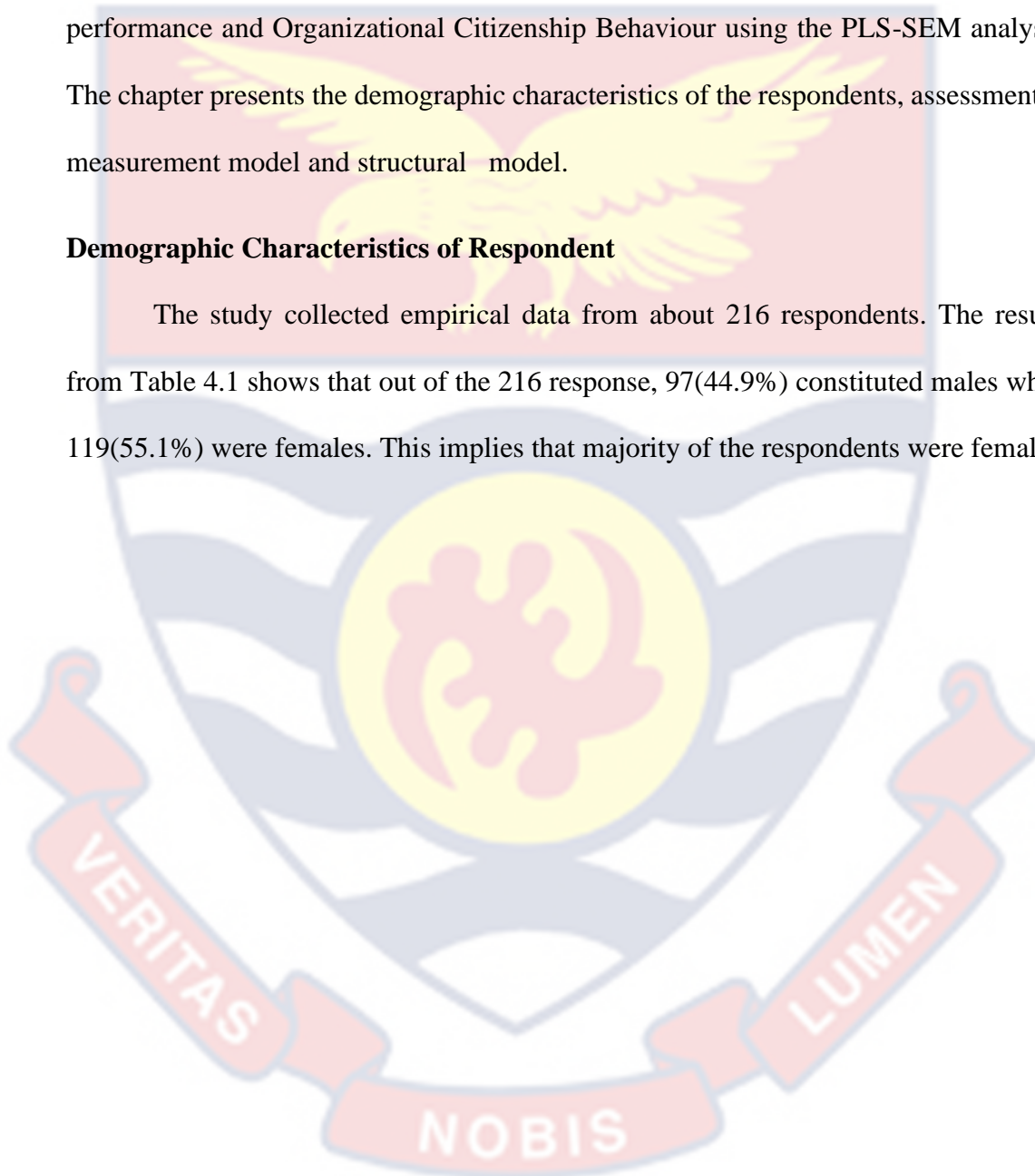
## CHAPTER FOUR

### RESULTS AND DISCUSSION

The study examined the impact of Leadership styles precisely Democratic, autocratic, transformational and transactional leadership styles on Employee job performance and Organizational Citizenship Behaviour using the PLS-SEM analysis. The chapter presents the demographic characteristics of the respondents, assessment of measurement model and structural model.

#### **Demographic Characteristics of Respondent**

The study collected empirical data from about 216 respondents. The results from Table 4.1 shows that out of the 216 response, 97(44.9%) constituted males while 119(55.1%) were females. This implies that majority of the respondents were females.



**Table 1 Demographic Characteristics of Respondent**

Variable	Frequency	Percentage (%)
<b>Gender</b>		
Male	97	44.90
Female	119	55.10
<b>Age</b>		
Below 36 years	83	38.40
36-45 years	78	36.1
46-59 years	55	25.5 above
<b>Education</b>		
JHS/O LEVEL	3	1.4
SHS/TECH/VOC	17	7.9
Diploma	33	15.3
Bachelors	113	52.3
Postgraduate	50	23.2
<b>Work Experience</b>		
2-3 years	63	29.2
4-6 years	46	21.3
7-10 years	59	27.3
11 years and above	48	22.2
<b>Marital Status</b>		
Single	121	56
Married	81	37.5
Divorced	9	4.2
Widowed	5	2.3
<b>Religion</b>		
Christian	137	63.4
Muslim	79	36.6

Source: Field Survey, 2023

In terms of age, 83(38.4%) of them were below 36 years, 78(36.1%) were within 36-45 years and 25.5% were within the age bracket of 46-59 years. The results from Table 4.2 reveals that majority 113(52.3%) of them hold first degree, while 50(23.2%) hold postgraduate degree. However, only 17 (7.9%) have senior high school education as their highest qualification. In terms of working experience, majority representing 63(29.2%) of the respondents have 2-3 years working experience while only 46(21.3%) have 4-6 years working experience.

The results from Table 4.1 indicate that, 48 respondents representing 22.2% have 11 years and above working experience. The results further show that, 121 representing 56% of the respondents are single while 81 representing 37.5% are married couples. The results reveals that, majority of the respondents were Christians (137) representing 63.4% while 79(36.6%) were Muslim. The findings imply that, majority of the response were well educated with bachelor's degree and above who have worked for long years of service. They possess adequate work experience and could there reposes adequately to the questions concerning the leadership influence of their various leaders. The satisfying level of education among the respondents indicate that, they are likely to have high productive particularly with sufficient compliment tools and effective leadership styles.

#### **Assessment of the Measurement Model**

The study evaluated the measurement model based on indicator loadings, Cronbach's alpha, composite validity, Average variance extracted, and discriminant validity. These indicators measured the reliability and validity of the measurement constructs. All the constructs were merged as reflective latent aviaries. According to Hair et al., (2013), the reflective indicators are linked to the constructs through the outer loadings. The study assessed the loadings for the various indicators measuring the constructs. All the indicator items used in the study have been provided in the questionnaire in the appendix I. The constructs used in the study included Leadership styles, Employee job performance and Organizational Citizenship behaviour. The indicators were analysed through exploratory factor analysis using the PLS- SEM. Results from Table 4.2 shows that, the indicators for the leadership styles constructs (Democratic, Transformational, Transactional And Autocratic Leadership styles) ranged from 0.45 to 0.9.



The factor loadings for Employee Job performance (EJP) ranges from 0.78 to 0.880 while the indicators for Organizational citizenship Behaviour (OCB) also ranges from 0.54 to 0.80. The dimensions of the OCB were measured by additional indicators prior to their inclusion in the final measurement model and their indicators also ranged from 0.65 to 0.91(See Appendix II). The indicator loadings met the satisfactory thresholds since they did not affect the reliability and validity measurement of the various constructs used (Hair et al., 2013).



**Table 2 Indicator Loadings**

Indicators/ Constructs	Loadings	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Autocratic1 <- Autocratic Leadership	0.951	0.952	0.010	97.004	0.000
Autocratic2 <- Autocratic Leadership	0.944	0.945	0.015	62.804	0.000
Autocratic3 <- Autocratic Leadership	0.946	0.946	0.014	66.776	0.000
Autocratic4 <- Autocratic Leadership	0.954	0.954	0.009	109.645	0.000
Conscientiousness <- Organisational Citizenship Behaviour	0.593	0.592	0.076	7.750	0.000
Courtesy <- Organisational Citizenship Behaviour	0.793	0.787	0.047	16.831	0.000
Democrat1 <- Democratic Leadership	0.836	0.838	0.023	36.446	0.000
Democrat2 <- Democratic Leadership	0.720	0.717	0.043	16.927	0.000
Democrat3 <- Democratic Leadership	0.861	0.860	0.021	41.428	0.000
JobPerform1 <- Employee Job Performance	0.880	0.880	0.021	41.107	0.000
JobPerform2 <- Employee Job Performance	0.857	0.856	0.021	40.509	0.000
JobPerform3 <- Employee Job Performance	0.782	0.782	0.042	18.831	0.000
JobPerform4 <- Employee Job Performance	0.833	0.835	0.024	34.318	0.000
Sportsmanship <- Organisational Citizenship Behaviour	0.806	0.807	0.039	20.731	0.000
Transact1 <- Transactional Leadership	0.841	0.838	0.034	25.063	0.000
Transact2 <- Transactional Leadership	0.843	0.844	0.031	27.414	0.000
Transact3 <- Transactional Leadership	0.895	0.893	0.020	45.496	0.000
Transact4 <- Transactional Leadership	0.644	0.624	0.086	7.513	0.000
Transform1 <- Transformational Leadership	0.876	0.876	0.020	43.952	0.000
Transform2 <- Transformational Leadership	0.869	0.868	0.024	35.684	0.000
Transform3 <- Transformational Leadership	0.875	0.872	0.025	34.669	0.000
Transform4 <- Transformational Leadership	0.448	0.449	0.077	5.779	0.000
_Altruism_ <- Organisational Citizenship Behaviour	0.544	0.536	0.085	6.405	0.000

Source: Filed Survey, 2023

The standard measure for evaluating the reliability of the constructs which measures the internal consistency of the constructs were based on the Cronbach's alpha, Composite reliability and average variance extracted (AVE). Results from Table 3

shows that the Cronbach's alpha which assesses the inter-correlation of observed indicator variables of the constructs were all above 0.7 which met the recommendation threshold for further analysis in PLS-SEM as suggested by (Adadan & Savasci, 2012). Using the Composite Reliability (CR) to measure the internal consistency, the results from Table 4.3 reveal that all the constructs have CR above 0.6 which are satisfactory based on the recommendation by literature (Adadan & Savasci, 2012). Reliability values of the constructs were considered adequate to allow further analysis of the measurement model.

The Convergent validity is the extent to which a measure's positive association with other measures of the same construct is consistent. Multiple indicators of a reflective construct should converge to ensure that each indicator correlates with its associated reflective construct. The results depict that AVE values for the Constructs were greater than 0.5 demonstrate significant convergent validity for multi-item reflective constructs as shown in Table 3.

**Table 3 Construct Reliability**

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Autocratic Leadership	0.963	0.973	0.900
Democratic Leadership	0.734	0.848	0.652
Employee Job Performance	0.859	0.905	0.704
Organisational Citizenship Behaviour	0.734	0.783	0.581
Transactional Leadership	0.822	0.884	0.658
Transformational Leadership	0.768	0.862	0.622

Sources: Field Survey, 2023

The Discriminant construct validity assesses the degree to which a particular measurement item actually connects to what is intended to be measured guided by a fundamental theory (Manley et al., 2020). The latent construct validity was assessed

by three robust diagnostics namely the: AVE, Fornell & Larcker Discriminant Validity Criterion. The Results from Table 4 shows that the square root of the AVE of the various constructs have a loadings in the major diagonal higher than their corresponding correlations with other latent constructs of the major diagonal. This implies that, the measurement model is logically valid when it essentially meets the recommended construct validity requirement as required by the Fornell & Larcker Discriminant Validity Criterion This will permit for further analysis of measurement model using the PLS-SEM.

**Table 4 Fornell & Larcker Discriminant Validity Criterion**

<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.Autocratic Leadership	0.949					
2.Democratic Leadership	0.378	0.808				
3.Employee Job Performance	0.664	0.407	0.839			
4.Organisational Citizenship Behaviour	0.376	0.633	0.366	0.694		
5.Transaction Leadership	0.253	0.475	0.134	0.572	0.811	
6.Transformational Leadership	0.630	0.341	0.600	0.436	0.360	0.789

Source: Field Survey, 2023

The study further evaluated the discriminant validity of the various latent constructs based on the Heterotrait-monotrait ratio (HTMT) criterion. According to (Sarstedt, Ringle, et al., 2020). The results from Table 4.5 show that the cross values of HTMT are all less than 0.85 threshold. Hence under this conditions of discriminant validity, the measurement model is qualified for further analysis of the structural model with the PLS-SEM bootstrapping of 5000 resampling. Fornell-Larcker criterion, and heterotrait-monotrait ratio.

**Table 5 Heterotrait-monotrait ratio (HTMT) criterion**

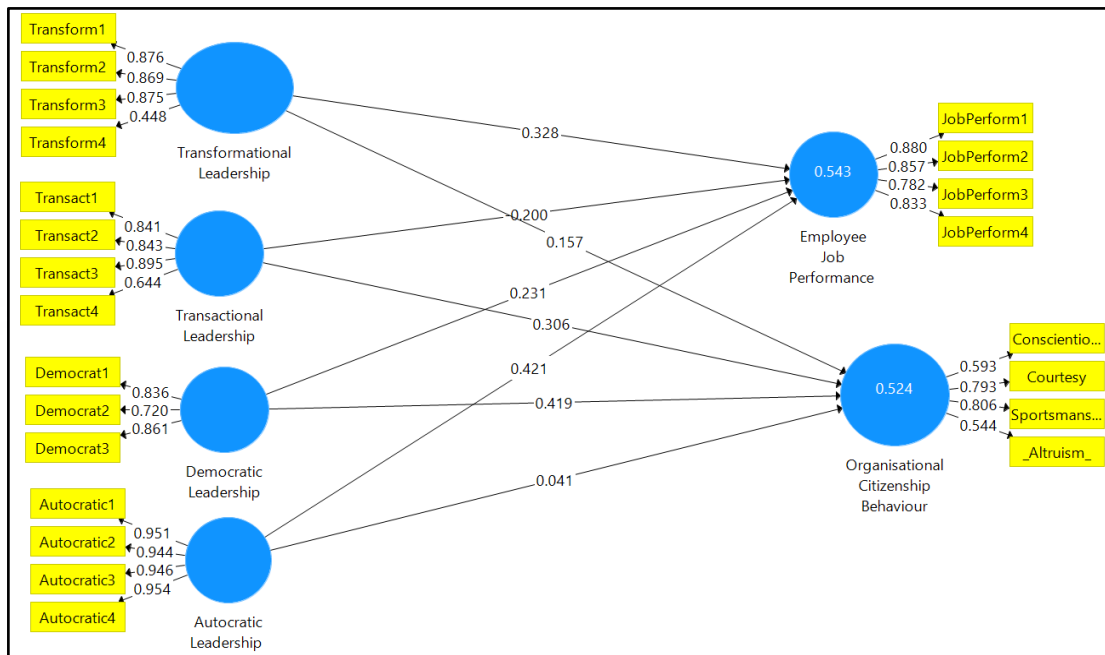
Constructs	1	2	3	4	5	6
1. Autocratic Leadership						
2. Democratic Leadership	0.435					
3. Employee Job Performance	0.726	0.481				
4. Organisational Citizenship Behaviour	0.531	0.844	0.562			
5. Transactional Leadership	0.307	0.626	0.177	0.738		
6. Transformational Leadership	0.727	0.457	0.737	0.637	0.491	

Source: Field Survey, 2023

### Structural Model Assessment

The structural model was evaluated using the R-squared, f-squared and the goodness of fit index (GoF). The  $R^2$  is a measure of predictive accuracy or explanatory power of an exogenous in PLS-SEM model and is calculated by determining the squared correlation between actual and expected construct values. Higher values indicate a better predictive ability, but the traditional  $R^2$  metric can be unreliable when additional predictors are added. Results from Figure 4.1 show that the R-squared values were substantial. The results reveal the predictive power of the model for Employee Job performance ( $R^2 = 0.543$ ) and Organizational Citizenship Behaviour ( $R^2 = 0.524$ ) implying that the model consisting of Leadership styles as exogenous variable explain up to 54.3% and 52.4% of the changes in the Employee Job performance and Organizational Citizenship behaviour respective. This is an indicative that the model has sufficient predictive power and very reliable as shown in Figure 3.





**Figure 3 Structural Model**

Source: Field Survey, 2023

The  $f^2$  measure evaluates the effect size of exogenous variables on the endogenous variables. Cohen (1988) defined  $f^2$  values of 0.02, 0.15, and 0.35 as representing small, medium, and large effects, respectively. The results from Table 4.6 Shows that, Leadership styles such as Autocratic has large effect size of 0.221 on employee job performance. This implies that, autocratic leadership styles tend to have greater influence and more visible impact on organizational performance comparatively. However, the result show that Autocratic leadership style has mall effect of 0.002 on Organizational Citizenship Behaviour. In the case of Democratic leadership style, the results show that, it is large effect size on Organizational Citizenship behaviour but moderate effect size on Employee Job performance.

The results from Table 6 further indicate that, transactional leadership style has small effect size of 0.064 on employee job performance and small effect size of 0.143 on Organizational citizenship behaviour. However, the results show that,

transformational leadership has moderate effect on employee job performance and Organizational citizenship behaviour.

**Table 6 F-square (Effect Size)**

<b>Constructs</b>	<b>Employee Job Performance</b>	<b>Organisational Citizenship Behaviour</b>
Autocratic Leadership	0.221	0.002
Democratic Leadership	0.082	0.260
Transactional Leadership	0.064	0.143
Transformational Leadership	0.131	0.029

Source: Field Survey, 2023

Even though some scholars have questioned the applicability of goodness of fit in PLS-SEM, both conceptually and empirically, while scholars have argued that PLS-SEM lacks a universally acceptable measure for goodness of fit. To evaluate the quality of the model and its ability to predict exogenous variables, PLS-SEM uses measurements that indicate its predictive ability, including the significance of path coefficients, the  $R^2$  and  $f^2$  effect sizes. In addition the results show that SRMR=0.126, NFI=0.745,  $\chi^2=894.792$  which indicate that the model has a good fit index.

### **Structural Path Effect of Leadership Styles on Employee Job Performance**

The study examined the effects of the Autocratic Leadership, Democratic leadership, Transformational leadership and transactional leadership styles on employee job performance using the PLS-SEM. The results from the bootstrapping are presented in Table 7.

**Table 7 Structural Path effect of Leadership Styles on Employee Job performance**

Structural relationships	$\beta$	Standard Deviation	T Statistics	P Values
Autocratic Leadership -> Employee Job Performance	0.421	0.068	6.224	0.000
Democratic Leadership -> Employee Job Performance	0.231	0.062	3.750	0.000
Transactional Leadership -> Employee Job Performance	-0.200	0.077	2.606	0.010
Transformational Leadership -> Employee Job Performance	0.328	0.073	4.468	0.000

Source: Field Survey, 2023

Results from Table 7 show that Autocratic Leadership ( $\beta = 0.42$ ;  $P < 0.01$ ), Democratic leadership ( $\beta = 0.23$ ;  $P < 0.01$ ), Transformational leadership ( $\beta = 0.32$ ;  $P < 0.01$ ) have statistically significant and positive impacts of employee Job performance. This implies that the improvement in the application of the autocratic leadership styles will have a greater positive impact on the employee performance. In the same vein the Transformative leadership improves employee job performance compared not democratic leadership styles. However, the results further indicate that Transactional leadership ( $\beta = -0.2$ ;  $P < 0.05$ ), has negative impact on employee Job performance. This further implies that, the adoption of transactional leadership in the organizations such as the Local government organizations reduce the job performance of the employees.

The findings from the study support that of Win and Priyashantha (2016) who found that the leadership behaviour displayed in an organization is significant to improve job performance in the long term in the organization. In this case, the influence of the leadership style has both the short term and long term effect on employee performance. The reason is that successful management of an organization demands an

effective leadership while employees' performance also requires effective supervision and leadership. Win and Priyashantha however, found that Democratic style contributed to greatest positive change in employee performance compared to the change in employee performance caused by autocratic leadership style. It has been observed that this leadership style stresses empowerment, teamwork, collaboration and subordinates are actively involved in the decision-making process.

In the recent times, most of leadership studies have focused on the impact of transformational, and transactional leadership styles on employee job performance. These leadership skills may effectively maintain organizational goals and objectives at the same time managing teams effectively for organizational sustainability. Transformational leadership put importance on followers' intrinsic motivation and personal progress. They seek to align follower's goals and needs with desired organizational outcomes. In so doing, transformational leaders are able to inspire followers to exceed their expected performance and to foster their commitment to the organization. The findings are in line with (Madi Odeh et al., 2023) who agree that with regard to today's complex organizations and dynamic business environment, transformational leaders are often seen as ideal agents of change who could lead followers in times of uncertainties and high risk taking. The results show that autocratic leadership has great impact on employee job performance. Workers under an autocratic leader may be seen as working under pressure and fear most of the time. This may produce the desired results in the short term but in the long term, they will begin to show dissatisfaction with the leader and may sabotage the work.

The results show that, transactional leadership has negative impact on employee job performance. This may be possible for two reasons. The Transactional leaders employ what appeals to their own self-interest to gain group performance. According



to Purwanto and Sulaiman, (2023), they entice their subordinates by promising those rewards for achieving desired outcomes. If the only entice their employees to work, then the possible that some of the employees may not improve their performance because, they are not interested in the proposed rewards from the leader.

The transactional leader finds out what the subordinates expect from their work and provides it for them when their performance is satisfactory. Second, the transactional leader exchanges rewards and promises for the subordinate's efforts and punish those who perform poorly. It is possible the rewards are not enough and the punishments are also not meant to correct them. Some employee perform poorly because they require in-service training or capacity building and not punishment. When all these happens, the situation is not managed well, it may affect the performance of the employees negatively. Particularly so, when leaders are not able to deliver on their promises of reward, employees become demoralize and may perform poorly.

### **Structural Path effect of Leadership Styles on Organizational Citizenship Behaviour**

The study further investigated the impact of Autocratic Leadership, Democratic leadership, Transformational leadership and transactional leadership styles on Organizational citizenship Behaviour. The results from the regression analysis based on bootstrapping have been presented in Table 8.



**Table 8 Structural Path Effect of Leadership Styles on Organizational Citizenship Behaviour**

Structural relationships	$\beta$	Standard Deviation	T Statistics	P Values
Autocratic Leadership -> Organisational Citizenship Behaviour	0.041	0.088	0.463	0.644
Democratic Leadership -> Organisational Citizenship Behaviour	0.419	0.085	4.918	0.000
Transactional Leadership -> Organisational Citizenship Behaviour	0.306	0.070	4.363	0.000
Transformational Leadership -> Organisational Citizenship Behaviour	0.157	0.075	2.106	0.036

Source: Field Survey, 2023

The results from Table 8 indicate the impact of the leadership styles on Employee Organizational Citizenship Behavior. The results reveal that, Democratic Leadership ( $\beta = 0.419$   $P < 0.01$ ), Transactional leadership ( $\beta = 0.306$   $P < 0.01$ ) and Transformational Leadership ( $\beta = 0.157$   $P < 0.05$ ) have significant and positive impact on Organizational Citizenship Behaviour. However, the result show that autocratic leadership style does not have statistically significant impact on Organizational Citizen Behaviour.

The concept of organizational citizenship behaviour describes the voluntary initiatives and contributions toward organizational development and performance of coworkers. That is, if an employee has a high Organizational Citizenship Behavior, the employee is not paid with money or bonuses, but employee tries to work beyond what was previously expected (Pristiwati & Bambang, 2018; Sunatar, 2022). The findings are further in, line with previous studies such as Asgari, Mezginejad and Taherpour (2020) who examined the influence of transformational and transactional leadership on

employees' organizational citizenship behavior in Iran. The findings from the authors indicate that transformational and transactional leadership styles and employees' organizational citizenship behavior had positive interrelationships. The empirical results confirm that responsible, inclusive, authentic, and supportive leadership styles positively impact employees' organisational citizenship behaviour. Improved democratic leadership improves the employee's civic virtue, altruism and consciousness. The current study widens our understanding of leadership styles and their impact on OCB of employees. Masood, Siddiqui, Lodhi, & Shahbaz (2020) found that there is a positive impact of transformational and transactional style of leadership styles on organizational citizenship behavior. The findings show that have a positive relationship with organizational citizenship behavior. The study also follows the findings from Dartey-Baah, Anlesinya, & Lamptey (2019) who examined the effect of leadership behaviors transformational (TFL) and transactional (TSL) on organizational citizenship behavior (OCB) and find a positive relationships between the two concepts.

As observed, the democratic leader delegate's authority, inspires participation in decision makings and depends on feedback to coach employees. This leadership style, in this context, supports and allows all the members in the institution to share in the decision making and encourages organizational ownership and citizenship behaviour.

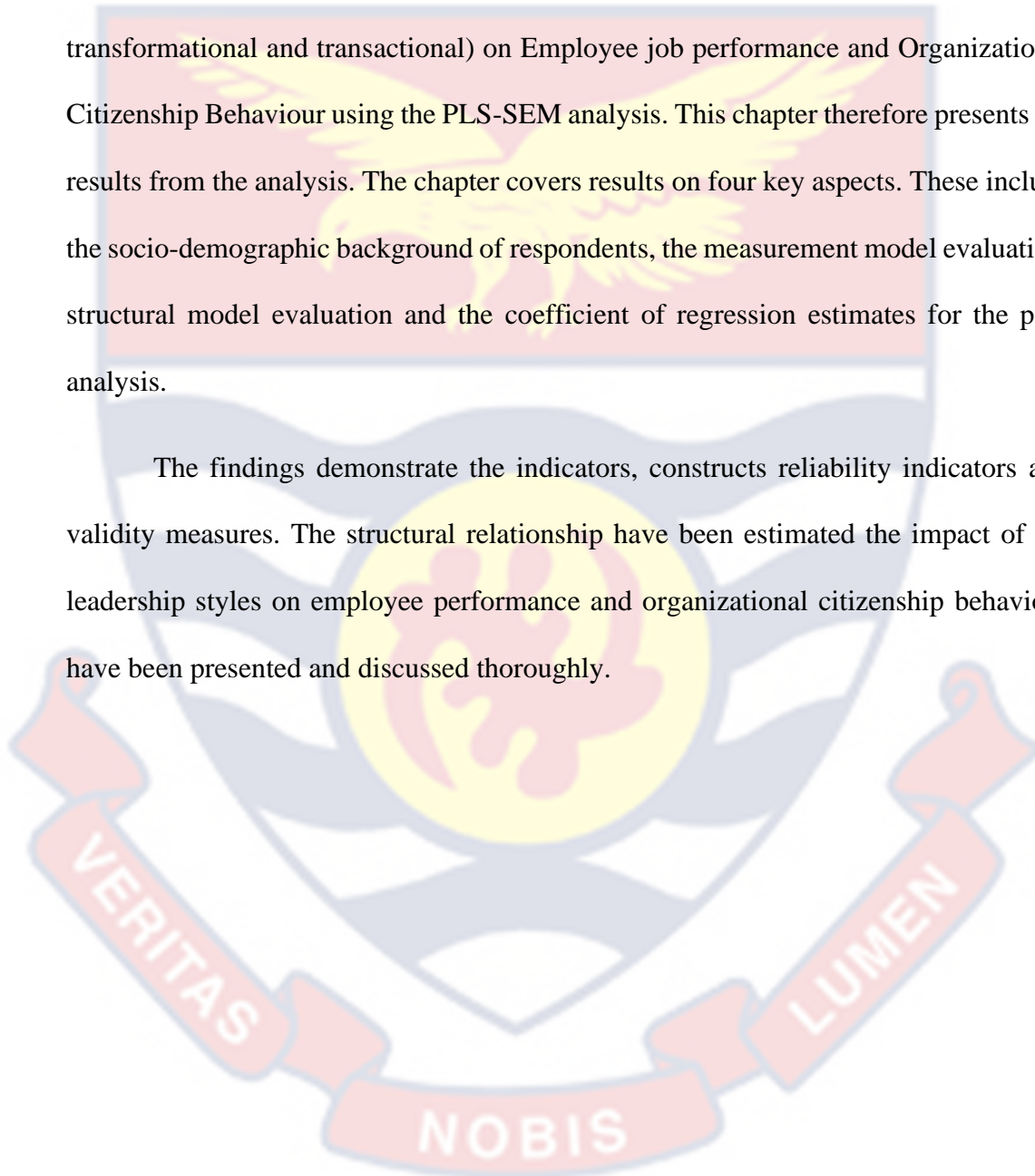
In conclusion, Transformational leaders seek to align the goals and needs of their followers with those of the organization, inspiring them to exceed expectations and commit to the organization. They are seen as effective agents of change in complex and dynamic environments, with empirical evidence showing correlation with higher productivity, lower turnover rates, creativity, goal attainment, employee satisfaction,

and well-being. Hence the organizational citizenship behaviour of the employees are improved positively.

### Summary of Chapter

The study examine the impact of Leadership styles (Democratic, autocratic, transformational and transactional) on Employee job performance and Organizational Citizenship Behaviour using the PLS-SEM analysis. This chapter therefore presents the results from the analysis. The chapter covers results on four key aspects. These include the socio-demographic background of respondents, the measurement model evaluation, structural model evaluation and the coefficient of regression estimates for the path analysis.

The findings demonstrate the indicators, constructs reliability indicators and validity measures. The structural relationship have been estimated the impact of the leadership styles on employee performance and organizational citizenship behaviour have been presented and discussed thoroughly.



## CHAPTER FIVE

### CONCLUSIONS AND RECOMMENDATIONS

#### Overview

The study examine the impact of Leadership styles (Democratic, autocratic, transformational and transactional) on Employee job performance and Organizational Citizenship Behaviour using the PLS-SEM analysis. The stud collected empirical data from 216 respondents who work as employees that the MMDAs in the Ashanti region in Ghana. The empirical data was analyzed using the PLS-SEM with smart PLS version 3.0. The study address the following research objectives:

- i. To examine the effect of Democratic leadership style on Employee job performance and Organisational Citizenship Behaviour
- ii. To identify the impact of Autocratic leadership style on Employee job performance and Organisational Citizenship Behaviour
- iii. To examine how Transformational leadership style influence Employee job performance and Organisational Citizenship Behaviour
- iv. To investigate the impact of Transactional leadership style on Employee job performance and Organisational Citizenship Behaviour

#### Summary of Findings

The findings from the study reveal that Autocratic Leadership, Democratic leadership, Transformational leadership have statistically significant and positive impacts of employee Job performance. The results mean that, improvement in any of the above leadership styles contribute to improvement in employee job performance. However, the results further indicate that Transactional leadership has negative impact on employee Job performance. In the case of transactional leadership, the more leaders

exhibit this kind of leadership styles, the more employee job performance tend to go down.

Further the findings demonstrate that, Democratic Leadership, Transactional leadership and Transformational Leadership have significant and positive impact on Organizational Citizenship Behaviour. The implication is that, the more leaders in the public organizations employ the above leadership styles, they tend to boost employees organizational citizenship behaviour. However, the result show that autocratic leadership style does not have statistically significant impact on Organizational Citizen behaviour. Autocratic leadership does not exert any significant influence on organizational citizenship behaviour.

### **Conclusions**

Based on the findings of the study and in line with the research objectives, the following conclusions are made.

In line with the research objective one, the results reveal that the Democratic leadership style contribute positively to Employee job performance and Organisational Citizenship Behaviour. Leaders who demonstrate more of democratic leadership style have higher tendencies to increase employees job performance as well as employee organizational citizenship behaviour compared to other leadership styles. Employees are motivated by democratic leaders to exert more effort to improve their performance and organisational citizenship behaviour.

Further, based on the research objective two, the results show that, autocratic leadership styles has a positive influence on employee job performance. Autocratic leaders exert more effort to strictly supervise and monitor employees such that employees work hard to achieve their expected output. Hence in the short run,



Autocratic leaders are likely to get employees work hard to improve their performance. The results however, autocratic leadership styles has no significant effect on organizational leadership behaviour. In the case of Organizational citizenship behaviour, the employees willingly engage in additional duties without taking any reward. Therefore, employees are likely not to take any duty or responsibility which are not mandatory under the autocratic leaders who uses pressure and to force work to work.

Again, based on the objectives three, the results depict that, Transformational leadership style has positive and significant influence on both Employee job performance and Organisational Citizenship Behaviour. Transformational leaders offer effective leadership to provide support for employees which boost their commitment and perceived value about the organization. As a results, their interest in working to achieve the goal of the organization is increased. Good leaders create a sense of participation and inclusiveness in the organization where employees are allowed to participate in the decision making process in the organization. Employees tend to be concerned about their belongings, duty and place importance about their responsibilities. Hence, they focus more attention on improving their performance.

Transformational effective leadership translates to improved employee performance and organizational development. In other hence, lack of leadership support to employees reduces their level of job commitment and demonstrate poor performance in the organization. It is very crucial that leaders retain high performance among employees of the various organization particularly in the recent period of competitive business environment. This competitive business environment depends on the performance and behaviour the core employees. It takes an efficient transformational leader to drive and direct the efforts of its employees to achieve high performance

outcomes and remain profitable. Transformational leadership has a more significant influence on employee job performance. However, they stated that autocratic leadership style was found to have an insignificant relationship with Organization Citizenship Behaviour of employees.

Finally, based on the research objective four, the results show that, transactional leadership has negative and significant impact on employee job performance. Similarly, the transactional leadership styles has significant and positive impact on organizational citizenship behaviour. The Transactional leaders employ what appeals to their own self-interest to gain group performance. Transactional leaders entice their subordinates by promising those rewards for achieving desired outcomes. If the only entice their employees to work, then the possible that some of the employees may not improve their performance because, they are not interested in the proposed rewards from the leader. The transactional leader finds out what the subordinates expect from their work and provides it for them when their performance is satisfactory

### **Recommendations**

Based on the results, it is recommended that, leaders in the in charge of the public sector organizations should employ more of transformational leadership styles in order to improve employee job performance. This type of leadership styles encourage creativity, innovation and puts the interest of the employees first. As a results, employees are able to give out their best of efforts.

It again recommend for management to employ mixture of leadership styles. Employees are the assets of every organization. By this assertion, it is required of leaders to ensure that employees become more effective, innovative, creative and cooperative in the organizational environment. To achieve high productivity and

efficiency among employees, leaders should acquire more of transformational and democratic leadership skills combined. The results suggest that for higher productive and efficient employee job performance, transformational leadership is required even though autocratic leadership has the greater potential to improve employee job performance but past studies suggest that it is only in the short term not long term. Again, for greater organizational citizenship behaviour to be achieved, democratic leadership styles has been suggested based on the findings for the study. Based on the findings of this study, simultaneous application of the mixture of these two leadership styles will have a greater potential to strengthen the achievement of both of desired employee job performance and organizational citizenship behaviour. Leaders in te public sector should not stick to only one leadership styles, however, a blend of two or more will help achieve the desired organizational goals.

Secondly, Public sector Leaders should be mindful to demonstrate high integrity in discharge of their duties to directly affect or attract positive employee outcomes in what we call 'Leadership by Example'. Furthermore, it will be an excellent policy for Public Sector Institutions inculcate leadership development skills in their training manual. This will breed a new generation leader for the future who will know what leadership styles to use and at what time or situation.

Finally, it is significant to note that Public Sector Organization's sustainability is dependent on the remarkable ability of the leader. Thus, the leader should be true to his values and ambitions, inspire others through participation and consensus building can effect change in the organization.

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## APPENDICES

## APPENDIX I QUESTIONNAIRE



CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF PLANNING AND DEVELOPMENT

**Dear Sir/Madam,**

The researcher is a postgraduate student currently offering MSc. in Corporate Planning and Governance at the Department of Planning and Development, Christian Service University College. As part of the requirement for the fulfilment of the graduation, the researchers is conducting her research Dissertation focused on: **The role of leadership in organizational citizenship behaviour and job performance among employees in the Public Sector.**

You have been selected to participate in the study by answering the questionnaire attached. The questionnaire is purely for academic purposes and to solicit for data on the study. Your contribution towards the completion of this questionnaire will be highly appreciated and the information collected through this questionnaire will be treated with confidentiality and used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

Thank you for your cooperation.

.....

Researcher

(Mrs. Anita Cramer)

.....

Respondent



**PART I: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS**

## 1. Gender of respondent

a. Male [  ] b. Female [  ]

## 2. Age bracket

a. Below 20 years [  ]b. 20-35 years [  ]c. 36-45years [  ]d. 46-59years [  ]e. 60 years and above [  ]

## 3. What is your highest education level?

a. No formal schooling [  ]b. Primary [  ]c. JHS/O Level [  ]d. SHS/TECH/VOC/A Level [  ]e. Diploma/HND [  ]f. Bachelor's Degree [  ]g. Master's Degree [  ]h. Doctorate/PhD [  ]

## 4. Years of working experience

a. 2-3 years [  ]b. 4 – 6 years [  ]c. 7 – 10 years [  ]d. 11+ years [  ]

## 5. Marital Status

a. Single [  ]b. Married [  ]c. Divorced [  ]d. Widowed [  ]e. Cohabitation [  ]

## 6. Religion

Christian [  ]Muslim [  ]Traditional Believer [  ]Others [  ] Specify.....

**PART II: LEADERSHIP STYLES**

Indicate the extent to which you agree or disagree with the following statements on leadership behaviour in your organization. Please tick(√) the number that best represents your opinion: (1) = *Strongly Disagree*, (2) = *Disagree*, 3= *Neither Agree nor Disagree* (4) = *Agree*, (5) = *Strongly Agree*

Item	1=strongly Disagree	2=Disagree	3=Neither Agree nor Disagree	4=Agree	5=Strong Agree
<b>Democrat1</b> -there is frequent and supportive communication from the leader to the rest of the staff					
<b>Transact1</b> -leader points out what employees will receive when they do what is required					
<b>Transform1</b> -leader leads by “doing” rather than simply by telling					
<b>Transform2</b> : Leader paints an interesting picture of the future					
<b>Transform3</b> : Leader shows that he expects a lot from me					
<b>Autocrat1</b> -The leader believes most employees feel insecure about their work and need direction					
<b>Democrat2</b> -The leader encourages group discussions					
<b>Democrat3</b> : the leader encourages creativity and people are often highly engaged in projects and decision					
<b>Autocrtas2</b> -The leader makes all the major decisions					
<b>Autocrats3</b> -the leader gives all the directions and the employees are expected to follow					
<b>Autocrats4</b> -The leader does not get too involved with the team and does not have discussions with them often					
<b>Transform4</b> : The leader fosters collaboration among work groups					

<b>Transact2</b> -Leader gives individual employees positive feedback when they perform well					
<b>Transact3</b> - Leader takes time to deal with poor performers who do not improve					
<b>Transact4</b> -Leader rewards the employee's performance when they live up to their leader's requirement					

### PART III-EMPLOYEE JOB PERFORMANCE

Indicate the extent to which you agree or disagree with the following statements on employee job performance in your organization. Please tick (√) the number that best represents your opinion: (1) = *Strongly Disagree*, (2) = *Disagree*, 3= *Neither Agree nor Disagree* (4) = *Agree*, (5) = *Strongly Agree*

Item	1=strongly Disagree	2=Disagree	3=Neither Agree nor Disagree	4=Agree	5=Strong Agree
1. I come into work on time and complete assignments on time					
2. I am very much concerned about offering quality services					
3. I have received recommendation for the good quality of my work					
4. I have been rated as one of the best performing employees in the institution					

### PART IV-ORGANISATION CITIZENSHIP BEHAVIOUR

Indicate the extent to which you agree or disagree with the following statements on Organisational Citizenship Behaviour in your organization. Please tick (√) the number that best represents your opinion: (1) = *Strongly Disagree*, (2) = *Disagree*, 3= *Neither Agree nor Disagree* (4) = *Agree*, (5) = *Strongly Agree*

Item	1=strongly Disagree	2=Disagree	3=Neither Agree nor Disagree	4=Agree	5=Strong Agree
<b>Sportmanship (Work Without Complaint)</b>					
<b>Sport1</b> -I do not mostly complain about work					
<b>Sport2</b> -I never pay attention to matters that are negative					
<b>Altruism</b>					
<b>Altruis1</b> -I help others without demanding anything					
<b>Altruis2</b> -I willingly give my time to help employees with work- related problems					

<b>Altru3</b> -I fill the gap when others are absent from their jobs					
<b>Civic virtue</b>					
<b>Civic1</b> -I attend meetings that are not required					
<b>Civic2</b> -I really feel as if this institution's problems are my own problems					
<b>Conscientiousness</b>					
<b>Cons1</b> - I do not mind taking on new challenging assignments					
<b>Cons2</b> - I often arrive early and starts to work immediately					
<b>Cons3</b> - I obey the institution's rules and procedures even when no one is watching and no evidence can be traced					
<b>Courtesy</b>					
<b>Court1</b> -I Inform my fellow employees of delays in work progress					
<b>Court2</b> -I attend information sessions that employees are encouraged to attend					
<b>Court3</b> -I share tools with coworkers					



**APPENDIX II STRUCTURAL EDUCATION MODEL**

