

UNIVERSITY OF CAPE COAST

**RELATIONSHIP BETWEEN LEADERSHIP STYLES AND
ORGANISATIONAL CLIMATE: A STUDY OF INTERNATIONAL
ORGANISATION FOR MIGRATION IN ACCRA, GHANA**

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ORGANISATIONAL CLIMATE: A STUDY OF INTERNATIONAL
ORGANISATION FOR MIGRATION IN ACCRA, GHANA

BY

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Degree

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DECLARATION

Candidate's Declaration

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

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

Name: Stella Asare-Danso

Supervisor's Declaration

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

Supervisor's SignatureDate:.....

Name: Dr. John Gatsi

ABSTRACT

This study examined the relationships between transformational leadership, transactional leadership, laissez-faire leadership and organizational climate as perceived by workers of the International Organization for Migration (IOM) in the Accra Office, Ghana. The Multifactor Leadership Questionnaire (MLQ) 5x and the CFK Ltd. School Climate Profile were adopted, merged and used to design a Leadership-Climate Questionnaire (LCQ) for the collection of data. A census study was conducted, using all the forty-five (45) workers in the Ghana Offices in Accra. Data analysis identified a statistically significant positive relationship between transformational leadership and organizational climate; a statistically significant positive relationship between transactional leadership and organizational climate; and a statistically insignificant relationship between laissez-faire leadership and organizational climate. The study recommended that the research be replicated at other I.O.M. Offices in other countries, so as to determine the types of leadership styles and organizational climate that prevail in those regions; that a study be conducted to examine the individual factors that make up transformational leadership, and their relationship with organizational climate; and the relationship between each of the organizational climatic factors and transformational, transactional and laissez-faire leadership be analyzed. A similar study should be conducted to investigate the relationship between each of the general climate factors and transformational, transactional and laissez-faire leadership based on gender.

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DEDICATION

Dedicated to my family.

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CHAPTER ONE

INTRODUCTION

Background to the study

The study examined the relationship between leadership styles and organizational climate in International Organization for Migration (IOM) in Accra, Ghana. IOM Ghana was established in 1951, and it is the leading inter-governmental organization in the field of migration. It works closely with governmental, intergovernmental and non-governmental organization or partners. It has offices in 156 member states, with an additional 10 states which hold observer status in over 100 countries. I.O.M. is dedicated to promoting humane and orderly migration for the benefit of humanity. It does so by providing services and advice to governments and migrants.

The International Organization for Migration (I.O.M.) works to fulfil the following objectives:

- i. To help ensure the orderly and humane management of migration;
- ii. To promote international cooperation on migration issues;
- iii. To assist in the search for practical solutions to migration problems; and
- iv. To provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

The I.O.M. constitution recognizes the link between migration and economic, social and cultural development, as well as to promote the rights of freedom of movements. I.O.M. works in the four broad areas: Management Migration and development; Facilitation migration; Regulation migration; and Forced migration. I.O.M. activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration. The head of I.O.M. is referred to as the Chief of the Mission. I.O.M. has been active in Ghana since 1987 and has contributed to the efforts of the Government of Ghana to manage migration effectively through a wide variety of projects and programmes.

I.O.M. Accra started its programmes by supporting the institutional capacity-building needs within the country through Phase Two of the Return of Qualified African Nationals (RQAN II) programme (1988-92). This programme facilitated the return of highly qualified African nationals including Ghanaians residing in the diaspora to contribute to the socio-economic development of Ghana. These nationals were to return home to take up key positions in priority sectors including health, education, economics, finance, public service, and political administration.

Since then, the office has grown to address a variety of migration management needs. During the past ten years, I.O.M. Accra has been involved in refugee resettlement and the movement of various migrants for family reunification and other opportunities to various countries throughout the world.

Other I.O.M. Accra activities include migration policy development, labour migration, migration and development, combating human-trafficking, assisted voluntary returns, border management, information campaigns on the risks and realities of migration, and humanitarian and emergency response.

The Accra Office of the International Organization for Migration (I.O.M.) is run under six departments. Each department has a head that runs the activities of the unit. The various departments are the Migration Health department which has thirteen (13) staff members; the Operations department has six (6) staff members; the Administrative department has thirteen (13) members; Voluntary Return Re-integration unit has five (5) staff members; the Anti-trafficking unit has five (5) staff members; and the Information Technology (IT) department has three (3) members.

Different leadership styles are used by departmental heads of the organization, thus creating different organizational climate. It is the view of the researcher that the creation of different organizational climate would affect the output of the organization in one way or the other.

Statement of the problem

Leadership and organizational climate are considered to be inseparable concepts (Schein, 1992). Deal and Peterson (1993) stated that to be an effective leader requires having a favourable climate; and having a favourable climate requires effective leadership. It is for this reason that leadership and organizational climate have been described as “two sides of the same coin” (Schein, 1992, p. 11).

The climate of an organization is subject to change frequently and can be shaped by the leadership of an organization. Research indicates that the organizational leaders play a vital role in creating a positive organizational climate (Krug, 1992; Paredes, 1991). However, organizational climate is often an area that is overlooked by organizational heads, as they may not recognize the impact that it can have on performance and output. While it is evident that an organizational leader has a vital role to play in creating a positive organizational climate (Hoy & Miskel, 2001; McEvoy & Welker, 2000; Freiberg, 1998; Haynes, 1998), little is known about how the leadership style of the organizational leader correlates to organizational climate in Ghana (Dotse & Asumeng, 2014; Bagah, 2014; Adu & Berko, 2013). Besides, these few ones covered the public sector and the manufacturing sector. IOM as an inter-governmental organization has been selected for the study to fill in the gap.

Since research has shown that organizational climate contributes to the success of an organization, it is imperative to understand how the behaviours of organizational heads relate to the creation and maintenance of a positive organizational climate. The Accra Office of the International Organization for Migration (IOM) has six departments with departmental heads, and each of them has managed the organization, using different leadership styles. The use of different leadership styles has created different organizational climate for the organization.

Purpose of the study

The purpose of this study was to examine the relationship between the leadership styles of departmental heads of International Organization for Migration (I.O.M.) and the organizational climate, as perceived by the staff of the organization.

Objectives of the study

Being guided by the purpose of study, the following three objectives were set:

- 1 To establish the relationship between the transformational leadership style of organizational and departmental heads of IOM and the organizational climate.
- 2 To ascertain the relationship between the transactional leadership style of organizational and departmental heads of IOM and the organizational climate.
- 3 To examine the relationship between the laissez-faire leadership style of organizational and departmental heads of IOM and the organizational climate.

Research questions

The study sought to address the research question:

Is there a statistically significant relationship between leadership styles and organizational climate?

The following sub-questions would guide the study:

- 1 Is there a statistically significant relationship between transformational leadership style of the organizational and departmental heads of IOM and organizational climate in IOM?
- 2 Is there a statistically significant relationship between transactional leadership style of the organizational and departmental heads of IOM and organizational climate in IOM?
- 3 Is there a statistically significant relationship between laissez-faire leadership style of the organizational and departmental heads of IOM and organizational climate in IOM?

Significance of the study

The study would be significant in the following ways. It is the hope of the researcher that, the findings from the study will enable I.O.M. staff to understand the effects that leadership styles can have on organizational climate. It will also help to strengthen staff relations in the organization.

Delimitation

The International Organization for Migration (I.O.M.) has offices in 156 countries world-wide. Some of the countries in Europe and in the USA have more than one office. Similarly, in Africa, Nigeria has two offices located in Lagos and Abuja, while La Cote D'Ivoire and Ghana have one office each. For the purpose of this study, the scope will be limited to the Ghana Office in Accra which provides services and advice to governments through their consular sections and migrants. IOM Ghana was selected for the study because the researcher was a

member of staff of IOM Ghana. Besides, IOM Ghana has only one office in Ghana. All other offices are located outside Ghana.

Limitations

The major limitations of the study were as follows:

- (i) The data collection was made in only one inter-governmental organization, i.e. the Ghana Office of the International Organization for Migration as a result, the finding could not be used as a generalization for all IOM Offices in other countries outside Ghana. This may be the case because different organizational climate may prevail at different IOM Offices outside Ghana, and these are likely to influence the leadership styles and its effects on organizational climate.
- (ii) The measurement of the leadership styles of the departmental heads of IOM was based on the perceptions of their staff. In this regard, some respondents may be bias in responding to the items in the Questionnaire and as a result, their responses may not be a true reflection of the situation on the ground. When this happens, the study may be limited by the accuracy of the staff responses (Johnson & Christensen, 2000).

Organization of the study

The study is divided into five chapters. Chapter one provided the background of the study, statement of the problem, purpose and objectives of the study, research questions, scope of the study, significance of the study, and organization of the study. Chapter two was used to review literature relevant to the study. This was divided into three sections, namely: the theoretical review, the conceptual review and the empirical review. Chapter three examined the methodology that was used, which covered the research design, population, sample

and sampling procedure, research instruments, data collection procedure, and data analysis procedure. Chapter four dealt with the results and discussion of the study. Finally, chapter five provided the summary, conclusions and recommendations of the study, as well as suggestions made for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter has been organized under three sub-headings, namely theoretical review, conceptual review and empirical review. Under the theoretical review, three theories have been considered, namely Trait, Behavioural and Situational or Contingency approaches. This was followed by conceptual review, based on the concepts Definition and Characteristics of leadership, Types of leadership, Transformational leadership, Transactional leadership and Laissez-faire leadership. Besides, literature on the concept Organizational Climate and various types of Climate have been reviewed. Finally, an empirical review was made based on the research topic.

Theoretical review

Three theories were selected to provide a theoretical framework for the study. These were the Trait Approach, the Behavioural Approach and the Situational or Contingency Approach (Mescon, Albert & Khedouri, 1988).

The trait theory

The trait theory of leadership (also known as the great man theory) assumes that certain physical, social and personal characteristics are inherent in leaders, and if these could be identified, it could help them to become effective leaders. Before the introduction of the trait theories, early leadership theories had focused on the

“great man” theories which assert that leaders were born, but they were not made (Martin & Fellenz, 2010), as proposed by the trait theories. In the early part of the 20th century, the “great man” theories evolved into trait theories (Kirkpatrick & Locke, 1991). These theories stressed the personal qualities of leaders and identified traits that allowed leaders to be successful.

The physical traits included being young to middle-aged, energetic, tall and handsome. The social traits included being educated at the right school and being socially prominent. The social characteristics included being charismatic, charming, tactful, popular, co-operative and diplomatic. Personality traits included being self-confident, adaptable, assertive and emotionally stable (Menscon, Albert & Khedouri, 1988). A combination of these traits is required to make one an effective leader, but no leader possesses all the traits. Comparing leaders in different situations suggests that the traits of leaders depend on the situation. Consequently, traits were de-emphasized to take into account situational conditions, and this led to the formulation of the contingency theory.

The situational or contingency theory

The contingency theory (which is also referred to as situational theory) was postulated by Fred E. Fiedler in 1967. According to the theory, there is no best way for managers to lead. It is rather situations that create different leadership style requirements for a manager. The solution to a managerial situation is contingent on the factors that impinge on the situation.

Fiedler (1967) examined three situations that could define the condition of a managerial task as follows:

- 1 Leader member relations: How do the manager and the employees get along?
- 2 The task structure: Is the job highly structured, fairly unstructured or somewhere in-between?
- 3 Position power: How much authority does the manager possess? (Fiedler, 1967; Chemers & Ayman, 1993).

The behavioural theory

The behavioural theory focuses on the behaviour of the leader. According to the behavioural theory of leadership, it is the way the leader behaves towards the followers or subordinates that determines the leader's effectiveness. McGregor (1960) studied peoples' attitude towards work. His research revealed two different ways in which managers (or leaders) view employees' attitude towards work. He referred to these two assumptions as Theory X and theory Y.

According to McGregor (1960), Theory X leaders believe that employees are motivated mainly by money, are lazy, uncooperative, and have poor work habits. Theory Y leaders believe that subordinates work very hard, are very co-operative, and have positive attitude to work. These three theoretical approaches discussed above will provide the theoretical framework for the study.

Conceptual review

Definition of leadership

Leadership can be defined as the ability to inspire other people to accomplish a task or a goal. It is an interpersonal influence directed towards the achievement of a goal or goals set by an institution or organization (Kouzes & Pozner, 1998, p. 3). According to Adlam (2003), leadership is a rather complex concept. This is especially true because several approaches have been employed to provide meaning to the term leadership. Therefore, leadership has been defined from different perspectives, and some of the definitions are discussed below. From the traditional perspective, leadership is understood as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson, Ford & Hamilton 1998, p. 269).

Also, Schermerhorn, Hunt and Osborn (2000) defined leadership as a case of interpersonal influence that get individuals, or groups of people to do what the leader wants to be done. By implication, the leader's focus is on what he/she wants from people. Therefore, followers' input is not encouraged with regard to what it is to be done. However, Maxwell (1999) is of different opinion, he argues that the leader's attention is on what he/she can put into people, rather than what he/she can get out of them, so as to build the kind of relationship that promote and increase productivity in the organization. As the focus shifts from bureaucracy (in which the leader tends to directs others and make decision for others to implement) to non-bureaucracy, the perception of leadership appears to emphasize motivation,

inclusion and empowerment of followers. For example, Jaques and Clement (1991) define leadership as a process in which an individual sets direction for other people and carries them along in that direction with competence and full commitment. Therefore, leadership is a responsibility characterized by commitment and competence; and it takes place in a role relationship within a social structure. In essence, a leader functions by interacting with other people within a social structure.

There are other views which differ from the more traditional perspectives. Sergiovanni (1999), for example perceives leadership as a personal thing comprising one's heart, head and hand. He says that the heart of leadership deals with one's beliefs, values and vision. The head of leadership is the experiences one has accumulated over time and the ability to perceive present situations in the light of these experiences. The hand of leadership, according to him, is the actions and decisions that one takes. In essence, leadership is the act of leading, which reflects the leader's values, vision, experiences, personality and ability to use past experiences to tackle the situation at hand. It may be argued that leadership is a display of a whole person with regard to intelligence, perceptions, ideas, values and knowledge coming into play, causing necessary changes in the organization.

In the contemporary context, Dubrin (1998) defines leadership as the ability to inspire confidence and support among followers who are expected to achieve organizational goals. This has to do with change, inspiration and motivation. It can be inferred that the leader's task is to build followers' confidence in their job, so as to be effective on their job. In addition, it is the

leader's responsibility to communicate the picture of what the organization should be, convince followers and channel all activities toward accomplishing it.

Sashkin and Sashkin's (2003) and Hoy and Miskel's (2001) definitions of leadership appear to be a more recent perspective. They define leadership as the art of transforming people and organization with the aim of improving the organization. Leaders in this perspective define the task and explain why the job is being done; they oversee followers' activities and ensure that followers have what they need in terms of skills and resources to do the job. These kinds of leaders develop a relationship between themselves and their followers; they align, motivate and inspire the followers to foster productivity. This approach's emphasis is on transformation that brings positive change in the organization, groups, interpersonal relationships and the environment.

Both the old and new concepts of leadership appear to agree on some characteristics of leadership. For example, both agree that leadership does not take place in isolation. Rather, it takes place in the process of two or more people interacting and the leader seeks to influence the behaviour of other people. However, to a large extent, the old concept of leadership is based on exercising power over followers to maintain the status quo, while the new perspective is based on continuous improvement and power sharing with the followers. The old concept of leadership is based on downward exercise of power and authority while the new seeks to develop respect and concern for the followers and see them as a powerful source of knowledge, creativity and energy for improving the

organization. In conclusion, the issue of change and empowerment is the main focus of the new perspective on leadership. The leader is expected to continually generate new ideas for increasing effectiveness and productivity within the organization. He/She is required to provide needed strategies for executing the ideas/vision and motivate the employers to accomplish the vision by using their own initiatives to improve their inter-group relations in and the outside school.

Characteristics of leadership

The concept of “Leadership” has certain characteristics. First of all, leadership is characterized by interpersonal relations. A leader who does not establish very good personal relations with the staff is not likely to succeed. Secondly, leadership is characterised by influence, that is, the power to affect others. A leader must, therefore, build the confidence of the staff to influence them to work very hard. Thirdly, leadership requires the ability to influence others towards the attainment of organizational goals (Northouse, 2004).

Leadership style

Leadership style simply refers to the way and manner a person leads his/her people. According to Owens (1991), leadership style is determined by what the leader does to motivate his/her subordinates to put in their best to accomplish the set goals for the organization. New leadership approaches classify leadership into three categories, namely transformational, transactional and laissez-faire. These are widely used in studies on organizational leadership (Bogler, 2001; Heller, 1993; McKee, 1991; Timothy & Ronald, 2004).

Mazzarella and Smith (1989) describe leadership style as the manner a leader leads, which is reflected in some of the things headteachers do which include: how they communicate leadership, exercise power and authority and the effect these have on teachers and other school staff members. Based on the above definition, leadership style may be described as the way a leader influences his/her followers either by commanding or motivating them to achieve the set goals. Mazzarella and Smith (1989) assert that the manner a leader leads determines whether he/she will accomplish school goals or maintain positive relationships with staff members.

Hersey and Blanchard (1993) observed that a leader develops his/her style over a period of time from experience, education and training. These authors claim that leadership style is more of how the subordinates perceive their leader's behaviour than how the leader thinks he behaves because his/her subordinates will treat him/her based on how they perceive his/her behaviour in various situations. This implies that the workers' assessment of the leadership styles of their superiors is most likely to be the head's styles of leading the organization.

Transformational leadership

Transformational type of leadership is associated with James McGregor Burns. He was the first to develop the idea of transformational leadership in 1978 in his book, entitled *Leadership*. In this book, Burns introduced the concepts of transformational and transactional leadership. Transformational leadership was considered to be more complex than transactional leadership (Bass, 1985; Bass & Avolio, 1994; Burns, 1978). It involved raising leaders and followers to higher levels of motivation and values (Bass, 1985; Bass & Avolio, 1994; Burns, 1978; Tichy &

Devanna, 1990). Transformational leadership converted followers into leaders (Bennis & Nanus, 1985; Fairholm, 1994; Tichy & Devanna, 1990).

The transformational leader was an agent of change (Avolio, 1994; Leithwood, 1994; Tichy & Devanna, 1990). Bass and Avolio (1994) viewed transformational leadership as a process that changed the organization by transforming followers to leaders and leaders to agents of change. This leader had an inspiring vision of how the organization should look in the future (Bass, 1985; Leithwood, 1994; Tichy & Devanna, 1990).

Adding to the transformational leadership research, Kouzes and Posner (1989) conducted a study to identify how leaders get extraordinary things done. They identified five exemplary leadership practices; challenging the process, inspiring a shared vision, enabling others to act, modeling the way and encouraging the heart, that leaders utilized during times of best performance.

In his initial model, Bass (1985) proposed that transformational leadership was characterized by four factors. These factors included; charisma that involved the followers respect and trust for the visionary leader; inspirational motivation which involved using symbols or emotional appeals to gain support for the vision; intellectual stimulation which dealt with encouraging followers to think about old problems in new ways; and individual consideration which reflected the personal concern expressed by the leader for the follower (Bass, 1985).

Transformational leadership could be measured and taught (Bass, 1985; Bass & Avolio, 1994; Bass & Avolio, 2000). This finding had important implications for the significance of this study. The most widely used transformational leadership assessment instrument has been the behaviorally based Multifactor Leadership

Questionnaire (MLQ) (Deluga, 1988). The Multifactor Leadership Questionnaire 5x (MLQ5x), used in this study, examined the factors idealized influence (attributed), idealized influence (behaviour), inspirational motivation, intellectual stimulation, and individual consideration to measure transformational leadership. Contingent reward, management-by-exception-active, and management-by-exception-passive were used to measure transactional leadership. Laissez-faire leadership was measured by the factor, non-transactional. (Bass & Avolio, 2000).

Transformational leadership has four distinct components. These have been identified by Avolio, Yammarino and Bass (1991) as (i) Idealized influence, (ii) Inspirational motivation, (iii) Intellectual stimulation, and (iv) Individualized consideration. These components would be used for my data collection.

Transactional leadership

Transactional leadership theory was founded upon the idea that leader-follower relations were based on negotiation, exchange and contractual dimensions (Bass, 1985; Bass & Steidlmeier, 1998; Burns, 1978; Nur, 1998). Therefore, transactional leadership satisfied, generally, only the followers' lower level or extrinsic needs (Sergiovanni, 1990).

Moreover, leaders and followers did not share common objectives in the organization (Bass, 1985; Bennis & Nanus, 1985; Burns, 1978; Deluga, 1988). Transactional leaders, therefore, were forced to utilize the reward and penalty aspects of contractual leadership. Bass and Avolio (2000) identified these factors as contingent reward, management-by-exception-active and management-by-exception-passive.

Contingent reward leaders clarified the expectations of followers and the compensation they would receive if they met their performance expectations (Bass & Avolio, 1994). Management-by-exception-active leaders attended to followers' mistakes and failures to meet standards. Whereas, management-by-exception-passive leadership waited until problems became severe before intervening (Bass & Avolio, 1994).

Transactional leadership was equated with managing (Bennis, 1984; Bennis, 1990; Bennis & Nanus, 1985; Covey, 1989; Zaleznik, 1977). Management determined the best way to accomplish tasks (Zaleznik, 1977) and was concerned with quantitatively measuring and controlling activities (Fairholm, 1994).

In organizations, management and leadership were sometimes seen as different (Bennis, 1990; Covey, 1989; Fairholm, 1994; Zaleznik, 1977). As Bennis (1984) related, "Management is doing things right. Leadership is doing the right thing" (p. 101). Bennis (1984) and Covey (1989), therefore, did not identify transactional leaders as true leaders.

However, most researchers have asserted that both leadership and management were necessary (Bass, 1985; Fairholm, 1994; Kotter, 1990), and that leadership included both transactional and transformational factors (Bass, 1985; Hater & Bass, 1988; Bass & Avolio, 2000). Although, Burns (1978) considered transactional leadership and transformational leadership to be separate, most researchers have indicated that leaders use a combination of transactional and transformational leadership behaviors (Bass, 1985; Bass & Avolio, 1994).

Laissez-faire leadership

Transactional and transformational leaders were both active leaders (Bass, 1985; Bass & Avolio, 1994; Bass & Avolio, 2000; Bass & Steidlmeier, 1998). In contrast to these leaders, laissez-faire leaders, as the French words indicate, were hands-off and extremely passive. Furthermore, laissez-faire leadership indicated a complete abdication of leadership (Bass, 1985; Bass & Avolio, 1994; Bass & Avolio, 2000; Hater & Bass, 1988).

In an early study of laissez-faire leadership, Lewin, Lippitt, and White (1939) found that laissez-faire leadership led to lower productivity and satisfaction among followers when compared with autocratic and democratic leadership styles. Although subordinates desired the autonomy that laissez-faire leadership provided, subsequent research has substantiated followers' dissatisfaction with this leadership style (Bass & Avolio, 2000).

Organizational climate

Hoy and Miskel (2001) described climate as a set of internal characteristics that distinguish one organization from another, and influences the behaviour of people in it. The climate within which individuals functioned had an important impact on the attitudes, behaviour, health and sense of well being of these individuals (Moos, 1974).

Halpin and Croft (1962) defined climate as the “feel” of an organization. There are different types of climate. Halpin and Croft (1962) have identified six types of climate as Open Climate, Autonomous Climate, Controlled Climate, Familiar Climate, Paternal Climate and Closed Climate. In dealing with the

components of organizational climate, Tagiuri (1968) has identified four components as ecology (the physical and material aspects); milieu (the social dimension in the organization); social system (the organizational and administrative structure of the organization), and culture (the values, belief systems, norms and ways of thinking).

Litwin and Stringer (1968) maintain that organisational climate is a set of 'measurable properties of the work environment', based on the collective perceptions of the people who live and work in the environment, and whose behaviour is influenced by their perceptions. Similarly, Cooper (2003) describes organisational climate as people's perception of their working environment with regard to caring and friendliness. In other words, organisational climate is more or less the people's understanding of the amount of kindness and hospitality they receive as they interact with the management. In effect, school climate is subject to the perceptions of staff and pupils, which again influence their behaviour and it is measurable.

From the above definitions, it can be inferred that organizational climate has everything to do with the atmosphere, tone or feeling that prevail in a particular organization. It is brought about by the interaction between the superior and the subordinates. The organization as a system of social interaction compels the workers and their superiors to interrelate at administrative level in area of planning, decision-making, problem solving and control. They also interact through personal matters, which are part of normal organizational routine. For the purpose of this study, organizational climate is used to refer to the way the Heads

of department of I.O.M. and the staff of the organization experience and perceive the quality of the working situation emanating from their interaction.

Research has shown that organizational climate can affect many areas and people within the organization. For example, a positive organizational climate has been associated with increased job satisfaction among workers (McEvoy & Welker, 2000); fewer behavioural and emotional problems among employees; good academic performance among employees (Freiberg, 1998); and prevention of anti-social behaviour among students (Haynes, 1998). In this study, an attempt will be made to find out whether or not the same situation will prevail in IOM.

Types of climate

Halpin (1966) highlights different types of climates that exist in organizations as follows: open climate, autonomous climate, controlled climate, familiar climate, paternalistic climate and closed climate.

(a) Open climate

An open climate is used to describe the openness and authenticity of interaction that exists among heads of organizations and their subordinates. Hoy and Sabo (1998) state that an open climate reflects the superior and the subordinates' cooperative, supportive and receptive attitudes to each other's ideas and their commitment to work. The head, according to these researchers, shows genuine concern for staff; he/she motivates and encourages staff members. He/she gives the staff freedom to carry out their duties in the best way they know He/she does not allow routine duties to disrupt staff's instructional responsibilities. Also, in an organization which is characterized with open climate, the staff is portrayed

as tolerant, helpful and respectful professionals. They are caring and willing to assist members when the need arises. The staff works hard to ensure the attainment of the organizational goals. They care, respect and help one another as colleagues and even at personal level. As a team, they work for the success of the organization. They are accessible and approachable, and they maintain close relationships with one another (Halpin, 1966). Hoy and Tarter's (1997) findings reveal that high supportive staff behaviour, low directive superior behaviour, high engaged staff behaviour, and very low frustrated staff behaviour are attributes of an open/healthy organizational climate.

(b) Autonomous climate

This type of climate portrays an atmosphere where workers are given a good measure of freedom to operate in an organization. The head models enthusiasm and diligence. Both the head and the staff are happy. There is no external threat or influence. The staff has great desire to work and they are highly motivated. There is close relationship among the superior and the subordinates (Halpin 1966).

(c) Controlled climate

Hard work is the major characteristic of controlled climate. Even though the head does not model commitment, hard work is over-emphasized to the extent that little or no time is given to social life. Nonetheless, workers are committed to their work and they spend considerable time on their job. Thus, in most cases, there is little time to interact with one another. The head often employs a direct approach, keeps his/her distance from staff in order to avoid familiarity. Family

members and friends are not encouraged to visit the organization with their problems, as the time on such matters could be used on something worthwhile (Silver 1983; Halpin 1966).

(d) *Familiar climate*

Familiar climate depicts a laissez-faire atmosphere. The head of the organization is concerned about maintaining friendly atmosphere at the expense of task accomplishment. Thus, a considerable percentage of workers are not committed to their primary assignment. Some who are committed resent the way the head runs the organization. They do not share the same views with the head and their colleagues. As a result, those who are not committed, form a clique because they are of the same attitude, and they become friends. Most workers do not take their job seriously, and some of them give flimsy excuses to be out of the work place or absent from work. The familiarity between the head of the organization and the staff is so much that the work suffers and it affects productivity (Silver 1983; Halpin, 1966).

(e) *Paternal climate*

This type of climate depicts an atmosphere where the head is very hardworking, but has no effect on the staff. To such leaders, hard work is not a popular term. There is a degree of closeness between the head and the staff, but the head's expectation from staff is rather impractical. All the same, he/she is considerate and energetic, but his/her leadership approach is benevolently autocratic. As a result, most workers prefer to maintain distance from the head.

Often, workers cannot express their difficulties or problems with boldness (Costley & Todd 1987).

(f) Closed climate

Hoy and Sabo (1998, p. 129) assert that closed climate represents the “antithesis of the open climate”. The main characteristic of this type of climate identified by Halpin (1966) is lack of commitment and or unproductive. There is no commitment, especially on the part of the staff of the organization. There is no emphasis on task accomplishment; rather the head stresses routine, trivial and unnecessary paper work to which workers minimally respond. The organizational head is rigid and controlling. He/she is inconsiderate, unsupportive and unresponsive. Consequently, most workers get frustrated and ineffective. Hoy and Sabo (1998) add that there is lack of respect for the head of the organization. They also stated that the workers did not have respect for authority, and they were suspicious of each other. Workers become intolerant and divided, thus, there is social tension in the organization. Hoy and Tarter’s (1997) findings establish the above characteristics of a closed/unhealthy organizational climate as enumerated by Halpin. In this kind of atmosphere, it would be illogical to either expect the workers to achieve high academic standard or have positive attitude toward the organization, and each other simply because there is no example to be emulated.

In view of the characteristics of each of the above organizational climates, as described by Halpin (1966), the first and the last types (open and closed), are the two extremes. Thus, they are opposites. Each dimension in an open climate is positive: contributing to a goal-driven learning environment, while each dimension

in a closed climate is negative, contributing to a confused, unproductive atmosphere. For instance, in an open climate, the head of the organization is flexible and gives his/her workers freedom to operate without close scrutiny, which encourages them to put into use their creative talents in order to put in their best; whereas, in a closed climate, the head is rigid, controlling and closely scrutinizes his/her staff. In this situation, a considerable number of workers are resentful and uncommitted. They show no interest in their job and simply put in minimum effort in performing the tasks assigned to them, just for the purpose of earning a living. Similar contrast is seen in autonomous and paternal climate; the general impression in an autonomous climate is that it is a person-oriented as opposed to the task-oriented that characterizes a paternal climate. Controlled and familiar climate are similar to paternal climate. Although controlled climate is more task-oriented, yet more open than closed. The familiar climate is less task-oriented, yet more closed than open (Halpin, 1966).

In conclusion, some scholars, for example, Hoy and Miskel (2001) assert that each organization has its own unique climate. This is because organizations operate in different ways. The type of climate that prevails in an organization is the blend of the behaviour of the head and the staff. Therefore, climate differs from one organization to the other. Freiberg (1999) opines that climate is an ever-changing factor in organizations. This is because the head may choose on specific occasions to adapt a different leadership style, which may have a huge impact on the climate that will lead to a change. Again, a new head may bring some unfamiliar ideas that may change the existing climate. New workers in an

organization may equally have a noticeable effect on the prevailing climate of the organization. Another possibility is that workers may bring to an organization a different atmosphere and this may influence the prevailing climate of the organization.

Empirical review

A number of empirical studies that deal with the relationship between leadership styles and organizational climate have been done both within and outside the Ghanaian context by researchers. Some of these empirical studies have been reviewed below.

Two important studies were independently conducted at the universities of Ohio and Michigan, The Ohio State-leadership-studies and the Michigan-leadership-studies both emphasizing two leadership styles. The Ohio State University Studies began in 1945 by identifying leadership behaviours. Two styles emerged which were called initiation and consideration structure (Martin & Fellenz, 2010). In the first, the leader is aware of and sensitive to the feelings of employees. Here a leader-follower-relationship develops that is marked through mutual trust, liking and respect. In the latter, emphasis lies on organizing, structuring and directing the work activities of employees, as well as providing clear cut definitions of role responsibility. In the Michigan-leadership-studies were first classified as effective or ineffective then the researchers searched for distinguishing behaviour. This investigation led also to the differentiation of

leadership styles under two distinguished, two highly similar dimensions namely tax-oriented behaviour and people-oriented behaviour.

These studies are important in establishing the tax and people dimensions in the achievement of success. It has been argued that these studies do not necessarily identify actual leader behaviour but reflects the perceptions of those completing the assessment form. A subordinate might complete the questions on the basis of personal feelings towards their boss other than based on actual experience (Martin & Fellenz, 2010).

Similarly, in the South East Georgia, a study was conducted to examine how leadership behaviours related to employees' organizational climate (Holloway, 2012). The study was conducted using non-profit organizations. The results revealed that certain leadership behaviours or characteristics like age, gender, educational qualification, job rank and job tenure had an impact on the kind of organizational climate that was created at the work places. This study may be useful to the current study which is based on the International Organization for Migration (I.O.M.), an international Non-Governmental Organization (N.G.O.).

Within the African context, a study was conducted to examine the influence of leadership style on teachers' job satisfaction in public secondary schools in Tanzania (Kashagate, 2013). The Multifactor Leadership Questionnaire (MLQ) and the Minnesota Satisfaction Questionnaire (MSQ) were used by teachers to assess their heads to analyse the transformational and transactional leadership factors that predict teachers' job satisfaction. The results revealed a positive correlation between transformational leadership style and employers job

satisfaction. The results had implications for preparation and training of educational leaders in Tanzania.

In Nigeria, a study was conducted to examine the effects of organizational climate, leadership style and emotional intelligence on the quality of work life among bank workers in Ibadan, Nigeria (Adeyemo, Dzever & Nyananyo, 2015). The results showed that there was a significant difference in quality of work life among participants with Democratic, Autocratic and Laissez faire leadership, with contributions of Democratic leadership style being the most potent. The study recommended that management should take into cognizance the importance and roles of emotional intelligence and leadership styles in enhancing quality of life among employees.

Another study conducted by Adekanbi (2000) in Nigeria revealed that the employees with high level of job involvement are satisfied with their jobs. The author further stressed that workers' job attitude depends on the nature of the duties as they have designed, the extent to which he has identified with the end result in his labour. Job satisfaction is therefore perceived as a pleasurable positive state resulting from one's job experience, and that individuals' show pleasurable positive attitude when they are satisfied with their job (Weiss, 2002).

A study was also conducted to investigate the relationship between leadership style and organizational climate as determinants of job involvement and job satisfaction of workers in tertiary institutions in Nigeria (Enns, 2005). A total of 300 employees drawn from three educational institutions were used for the

study. Enns (2005) was of the view those managers' behaviours which were perceived as directive and restrictive correlated more with organizational climate and job involvement. Organizational climate also enhanced workers' performance, and the more zealous a worker is, the more is his effectiveness in the production.

Omolayo (2012) stated that an organization may have an adequate planning, organizing and controlling procedure but may not survive because of poor leadership. Ineffective leadership accounts for most of the organizational failures and this is a serious obstacle to organizational success. He further stated that, a worker that is dissatisfied with styles of a leader may develop negative attitude towards his or her work with characteristic behavior manifestation such as low job involvement, absenteeism and intension to leave the organizational.

In Ghana, a number of studies have been conducted to establish a relationship between leadership styles and organizational climate. In his doctoral thesis submitted to the Atlantic International University, Hawaii, Asare (2012) examined how the various leadership styles affect organizational performance. Findings of his research revealed a positive and considerable influence of leadership style on performances of business organizations in Ghana. It also revealed that transformational leadership is the variable that mostly influenced organizational performance in Ghana.

Another study that was conducted in Wa in Ghana revealed a link or a relationship between leadership style and improved productivity in public sector organizations. Two service providing organizations, namely the Volta River

Authority and the Municipal Hospital, Wa, were used for the study (Bagah, 2014). The findings of the research revealed that there is a positive relationship between leadership style and productivity in public sector organizations.

A similar study was conducted in Ghana to establish a relationship between leadership styles and organizational climate in the plastic manufacturing sector of Ghana (Adu & Berko, 2013). Specifically, this study sought to examine the relationship between different leadership styles (i.e. autocratic, democratic and laissez faire) and organizational climate. The results indicated a positive relationship between the two constructs (i.e. leadership styles and organizational climate).

Within the same Ghanaian context, another study has been conducted to establish a relationship between leadership style and employee work attitudes in organizations in Ghana (Dotse & Asumeng, 2014). The correlational design was used for the study and a sample of 238 employees was selected from 8 organizations within the Accra-Tema metropolis in Ghana. The results of the study revealed that organizational leadership styles related positively with employee work attitudes.

Summary of literature review

This chapter presented a review of literature related to the study. The review was done under three sub-headings, namely: Theoretical Review, Conceptual Review and Empirical Review. Under the Theoretical review, three theories of leadership were reviewed, namely the Trait theory, The Situational or

Contingency theory and the Behavioural theory. The Trait theory of leadership assumed that certain physical, social and personal characteristics are inherent in leaders, and if they are identified, it helps them to become effective leaders. According to the Situational or Contingency theory, there is no best way for leaders to lead, and that situations create different leadership styles required for the leader to manage effectively. The Behavioural theory of leadership requires that the way a leader behaves towards the subordinates determines the leader's effectiveness. The study will make use of these theories to determine whether they can influence the departmental heads of I.O.M. in the kind of leadership styles that they use in managing the organization.

Under the Conceptual Review, Definition of Leadership, Characteristics of Leadership and Leadership Types have been examined. Under the Leadership Types, Transformational, Transactional and Laissez-Faire types of Leadership have been examined to determine which of them are used by the departmental heads of I.O.M. The Types of Climate that prevail in organizations have also been examined. These include Open Climate, Autonomous Climate, Controlled Climate, Familiar Climate, Paternal Climate and Close Climate.

Finally, Empirical Review of the study has been done based on studies conducted in the USA, Tanzania, Nigeria, and in Ghana to determine the effects of leadership styles and organizational climate. A review of these studies guided the researcher in conducting this study.

CHAPTER THREE

RESEARCH METHODS

This chapter examined the research methods and techniques that were used to conduct the study. It comprised an examination of the research design, the population from which sample was selected, the sample selected for the study, the sampling technique, and the procedure that was used for the selection of the sample. It also examined the research instrument that was used for the collection of data, the validity and reliability of instrument that was used, data collection procedure and data analysis procedure.

Research design

The quantitative approach was used for the study, and the research design that was used was correlation. A research design is a plan or a blue print that shows how a researcher intends to conduct a study (Mouton & Prozesky, 2005). According to Ghauri and Gronhaug (2005), a research design should be effective in producing the wanted information within the constraints put on the researcher. Such constraints include time, budget and skills. Similarly, Blanche, Durrheim & Painter (2006) define a research design as a strategic framework or a plan that guides research activity to ensure that sound conclusions are reached. The essence of a research design is to guide the researcher on the type of data to collect, how to collect the data, process and analyse them, in order to answer the research problem(s).

Correlation is one of the most common and most useful statistics. Dempsey and Dempsey (2000) have noted that a correlational design is part of the

non-experimental research designs. The reason for being a non-experimental design is because it does not involve manipulating the variable of interest. The correlational design simply aims at determining the relationship between two variables or among three or more variables, as well as how strongly these variables relate to each other or one another. Correlation research attempts to investigate possible relationships between or among variables, without trying to influence those variables. Gall and Borg (2007) summarize it by saying that “correlation research refers to studies in which the purpose is to discover relationships between variables through the use of correlation statistics” (p.332). In simplest form, correlation research attempts to determine whether and to what extent or degree a relationship exists between two or more quantifiable variables.

This correlation design was chosen because it offered the researcher the opportunity to examine the relationship between leadership styles of the Departmental Heads of I.O.M. Ghana and organizational climate that they created within the International Organization for Migration (I.O.M.) in the Accra Office in Ghana. An advantage of the correlation method is that it helps the researcher to make predictions about the variables that are in correlation. If two variables are correlated, we can predict one, based on the other.

Research population

The target group that provides the researcher with information or data for the research is what is known as the population. Gay (1992) defines a population as the entire aggregation of cases that meet a designated set of criteria. Polit and Hungler (1996) describe a population as the entire aggregation of cases that meet a designated set of criteria. In this case, whatever the basic unit, the population always comprises the entire aggregation of elements in which the research is

interested. Nwana (1992) also postulates that a population is all the members of the target of the study, as defined by the objectives of the study.

The target population for this study comprised all workers of the Accra branch of the International Organization for Migration (I.O.M.). The total number of workers in the organization at the Ghana Office was forty-five (45). The breakdown is as follows:

Table 1: Staff of I.O.M., Ghana

	DEPARTMENTS	TOTAL NO. OF STAFF
1	Migration Health department	13
2	Operations	6
3	Administration	13
4	Counter-trafficking	5
5	Voluntary Return Repatriation	5
6	Information Technology	3
	TOTAL	45

Source: Field study, Asare-Danso (2016)

Sample and sampling procedure

A sample simply consists of a carefully selected subset of the units that comprise the population. Sidhu (2002) postulates that a sample is a small proportion of a population selected for observation and analysis. Thus, observing the characteristics of a sample, one can make certain inferences about the characteristics of the population from which it is drawn. Sampling enables the researcher to study a relatively small number of units in place of the target

population, and to obtain a representation of the whole target population. In fact, “samples are expected to be representative. For that reason, samples are expected to be chosen by means of sound methodological principles” (Sarantakos, 1997, p. 140).

All the entire 45 workers of I.O.M. who constituted the population were selected for the study. Thus the census survey was adopted as a sampling technique for the study due to the limited number of people in the target population. This means that the entire population was used as the sample for the study. Census surveys are the types of surveys involving the process of collecting information about each member of a given population. The use of census surveys is usually employed for statistical research and population count. One of the advantages of using census surveys over the other types of surveys is accuracy. Since the respondents involved in census surveys are the entire members of a given population, the survey data to be collected will be very reliable and accurate.

Research instrument

According to Gay (1992), all research studies involve data collection. The data for the study were collected using the questionnaire. Sidhu (1984) described a questionnaire as a form prepared and distributed to secure responses to certain questions. It is a systematic compilation of questions that are submitted to a sampling population from which information is desired. As to why the questionnaire was used, it was realized that it was advantageous and convenience to give out copies to all respondents and collect at the same time. This saves time

and funds, instead of spending a lot of time interviewing individual subjects during the study (Osuala, 2005).

A Leadership-Climate Questionnaire, which was a survey instrument, was designed and used for the collection of data. Two instruments were merged, adopted and used to collect data for this study. The Multifactor Leadership Questionnaire 5X (MLQ 5X) measured the transformational, transactional and laissez-faire leadership styles of the departmental heads of I.O.M. Ghana, as perceived by its Ghana staff (see Appendix B). The Charles F. Keattering (CFK) Ltd. Climate Profile (Fox, 1973) was adopted and used to assess the climate of the organization (IOM) (see Appendix C). These two instruments were adopted and put together to design one Questionnaire which was known as Leadership-Climate Questionnaire (LCQ) for the study (see Appendix A).

The leadership-Climate Questionnaire had some advantages over the two separate ones in the sense that firstly, instead of giving two different sets of Questionnaire to the respondents, only one set was given to them. Secondly, it reduced the total number of questionnaire items from 76 to 59, as indicated in the Appendices A, B and C.

The leadership components had three leadership characteristics each based on nine sub-headings as follows: Idealized attributes, Idealized behaviours, Inspirational motivation, Intellectual stimulation, Individualized consideration, Contingent reward, Active management-by-exception, Passive management-by-exception and Laissez-faire leadership.

With the new instrument that was adopted (i.e., the Leadership-Climate Questionnaire (LCQ), the climate components had four characteristics each based on eight sub-headings as follows: Respect, Trust, High morale, Opportunity for input, Continuous professional and social growth, Cohesiveness, Organizational renewal and Caring.

Content validity for the constructs of the MLQ 5X had been established through several methods. The alpha reliability coefficients for the MLQ 5X rater form scales and subscales have all been shown to be above .73 (Bass & Avolio, 2000). As a result, the MLQ 5X has been used by researchers in a variety of sectors, including public, private, military, and the government.

Data collection procedure

In order to ensure a high return rate, the instruments were administered personally by the research. A discussion was held with the heads of the various departments at the Accra branch of the I.O.M. to agree on a convenient time to administer the questionnaire. The completion of the questionnaire was personally supervised by the researcher. The data collection lasted for a period of one week. Copies were given to members of the organization for them to provide their responses to the questionnaires.

Data analysis

This study sought to examine the relationship between the leadership styles of Departmental Heads of I.O.M. Ghana and the organizational climate, as perceived by the staff of the International Organization for Migration (I.O.M.) at the Ghana Offices in Accra. To answer the research questions that were formulated

to guide the study, the type of statistics that was employed in the analysis of the data was both descriptive and correlation.

Specifically, the data were analysed through the computation of frequencies, percentages, mean of means distributions, as well as the computation of correlation coefficient. Particularly, the type of correlation coefficient that was employed in the study was the Pearson's Product Moment Correlation (r) which is by far, the most common correlation coefficient in educational research (Heiman, 1996). The Pearson's Correlational Coefficient was used to describe the linear relationship between two variables. This was done with the use of computer software called Statistical Product for Service Solutions (SPSS).

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The purpose of this study was to examine the relationship between the leadership styles of Heads of Departments and the organizational climate, as perceived by the staff of the International Organization for Migration (IOM) at the Ghana Offices in Accra. A set of questionnaires was employed to gather the requisite data for the study. The data from the staff of the International Organization for Migration (IOM) were analyzed through the computation of frequencies, percentages, means of means distributions and correlation. This chapter presents the interpretations, discussions and inferences that were made from the output.

Analysis of data from the staff members

Table 2 shows the characteristics of staff of the International Organization for Migration (IOM) at the Ghana Offices in Accra who served as respondents for the study.

Table 2: Characteristics of Sampled Staff Members

Variable	Subscale	No.	%
Department (under IOM)	Migration Health	13	28.9
	Operations	6	13.3
	Administration	13	28.9
	Counter-		
	trafficking	5	11.1
	Voluntary Return		
	& Repatriation	5	11.1
	Information	3	6.7
	Technology		

Source: Field study, Asare-Danso (2016)

Out of the 45 staff members of the International Organization for Migration (I.O.M.), who were involved in the study, 28.9% were from Migration Health, 13.3% from Operations, 28.9% from Administration, 11.1% from Counter-trafficking, 11.1% were under Voluntary Return Repatriation and 6.7% were under Information Technology department. Thus, it goes that majority of the respondents were from both the Administration department and Migration Health department under the International Organization for Migration.

Research question 1: Is there a statistically significant relationship between transformational leadership style and organizational climate in IOM?

The responses given by the staff are shown in Table 3.

Table 3: The Views of Workers of IOM Concerning Transformational Leadership Style

Statement	M	SD
The Head of Department is a role model for the staff.	3.33	1.38
The Head of Department is admired by members of staff.	3.24	1.17
The Head of Department is highly respected by members of staff.	3.47	1.27
The Head of Department builds the confidence of the staff.	3.18	1.07
The Head of Department encourages staff to accept proposals for change.	3.27	1.07
The Head of Department demonstrates the virtues in him/her to the staff.	3.40	1.10
The Head of Department develops a shared vision for the staff.	3.44	1.18
The Head of Department makes sure that all staff share his/her vision for the organization.	3.44	1.18

Table 3 continued

The Head of Department encourages staff to integrate to become part of the organization.	3.53	1.16
The Head of Department encourages staff to be innovative.	3.42	1.08
The Head of Department encourages staff to develop problem-solving skills.	3.47	1.14
The Head of Department encourages staff to develop new approaches or ways of doing thing.	3.44	1.13
The Head of Department listens to the needs and concerns of the staff.	3.38	1.13
The Head of Department commends staff for good performance in order to motivate them.	3.53	1.14
The Head of Department makes the public recognise the achievements of the organisation.	3.73	1.25

Source: Field study, Asare-Danso (2016)

Scale:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Partially Agree,
- 4 = Agree
- 5 = Strongly Agree

Mean of means = 3.42

Mean of Standard Deviation = 1.16

Leadership and organizational climate are considered to be inseparable concepts. To be an effective leader requires having a favourable climate; and having a favourable climate requires effective leadership. It is for this reason that leadership and organizational climate have been described as “two sides of the same coin. Transformational leadership style as a type of leadership style is not an exception to this. Examination of the results presented at Table 3 reveal that the heads of department at the Accra Office of the International Organization for Migration demonstrated using transformational leadership style in dealing with their administrative staff. A mean of means of 3.42 and a standard deviation of 1.16 attested to this fact. This corroborated the work of Kashagate (2013) that the use of transformational leadership creates very positive organizational climate.

As to whether the departmental heads of I.O.M. presented themselves as role models, the research findings revealed that a significant majority of the workers partially agreed to the fact. A mean of 3.33 and a standard deviation of 1.38 were attained to confirm this. Though the mean is higher than the mean of means of 1.16, the degree of agreement is considered appreciable because the measure of spread is low. Also majority of the workers partially agreed to the statement, “The Head of Department is admired by members of staff”. A mean of 3.24 and a standard deviation of 1.17 were attained for this item and this falls within the option “partially agree”, looking at the scale.

A high standard deviation of 1.27 and a mean of 3.47 compared to mean of standard deviation of 1.16 and a mean of means of 3.42 clearly indicates that workers partially agree that the Heads of Department were highly respected by

members of staff. Even though the respondents agreed to that statement, their responses varied, since the value of the standard deviation was high. In any case, it could be asserted that majority of the workers partially support this statement.

In connection with the statement: “The Head of Department builds the confidence of the staff”, majority of the workers partially agreed. The item recorded a mean of 3.18 and a standard deviation of 1.07, which falls under the scale of 3, meaning the respondents partially agreed to the statement.

In response to the statement: “The Head of Department encouraged staff to accept proposals for change”, a mean of 3.27 and a standard deviation of 1.07 were recorded, meaning to a large extent, the workers partially agreed to the statement. Converting the mean to the nearest whole number it could be seen that the mean falls at 3, which depicts that they partially agree to the statement. The extent to which they agreed was also high, due to the low standard deviation recorded. Therefore, a significant majority of the workers supported this assertion.

With respect to whether the Head of Department demonstrates the virtues in him/her to the staff, a mean of 3.40 and a standard deviation of 1.10 were obtained clearly showing that the respondents partially agree to that.

As to whether the Head of Department develops a shared vision for the staff, a mean of 3.44 and a standard deviation of 1.18 were realised. Hence an approximation of the means to the nearest whole number would fall on scale 3 which is “partially agree”. A greater number of the respondents partially agreed that the Head of Department makes sure that all workers shared his/her vision for the organization. With this item, a mean of 3.44 and a standard deviation of 1.18

were attained. This corroborated the work of Kouzes and Posner (1989) that one of the characteristics of transformational leadership is for the leader to inspire a shared vision among the subordinates.

On the issue of whether the Head of Department encourages staff to integrate to become part of the organizational system, a greater number of the respondents agreed to this statement. This item had a mean of 3.53 and a standard deviation of 1.16. An approximation of the mean to the nearest whole number falls on scale 4 (Agree). This also corroborated the work of Kouzes and Posner (1989) that one of the characteristics of transformational leadership is for the leader to encourage workers to enable them to act or perform their functions within the organisation.

From Table 3, it was evident that staff members partially agreed that the Heads of Department encouraged staff to be innovative. With this, a mean of 3.42 and a standard deviation of 1.08 were recorded, giving an indication that to a large extent, the respondents partially agree to the statement.

When the respondents were asked to respond to the statement: The Head of Department encouraged staff to develop problem-solving skills, a greater number of them partially agreed to the statement. This item recorded a mean of 3.47 and a standard deviation of 1.14. The workers partially agreed to the statement since an approximation of the mean of the item falls on the scale 3 as stated under Table 3. This means that the workers partially agreed that the Heads of Department encouraged staff to develop problem-solving skills. The view was shared by Burns (1978) who purports that, transformational leadership is when one or more persons

engage with others in such a way that leaders and followers raise one another to higher levels of motivation.

When workers were asked the statement: The Head of Department encourages staff to develop new approaches or ways of doing things, a mean of 3.44 and a standard deviation of 1.13 were realised. Hence a greater proportion of respondents partially agreed that the Head of Department encouraged staff to develop new approaches or ways of doing things.

On the issue of whether the Head of Department listens to the needs and concerns of the staff, a greater number of the respondents partially agreed to it. This item had a mean of 3.38 and a standard deviation of 1.13. Though the workers partially agreed to this statement, the degree of spread was considered appreciable, due to the fact that the standard deviation was lower than the mean of standard deviations. Leadership is characterized by interpersonal relations, ability to influence others and goal attainment (Northouse, 2004).

From Table 3, it is obvious that workers agreed that, the Head of Department commended staff for good performance in order to motivate them. With this, a mean of 3.53 and a standard deviation of 1.14 were realised, indicating that to a large extent, the staff members agreed that the Head of Department commended staff for good performance, in order to motivate them. This supports the view shared by Owens (1991) that, leadership style is determined by what the leader does to motivate his/her subordinates to put in their best to accomplish the set goals for the organization.

Again, a mean of 3.73 and a standard deviation of 1.25 were realised when the staff members were asked the statement “The Head of Department makes the public recognise the achievements of the organisation”. Thus majority of the workers agreed that the Head of Department makes the public recognise the achievements of the organisation.

With regard to relationship between transformational leadership style and organisational climate in I.O.M., the Pearson Product Moment Correlation Coefficient (r) was used through SPSS Version 15. The result as shown in Table 4 gave a correlation coefficient (r) of .734 between transformational leadership style and organisational climate in I.O.M. When this correlation coefficient (r=.754) was tested at .05 significant level the result revealed that it was statistically significant.

Table 4: Relationship Between Transformational Leadership Style and Organisational Climate in IOM

Variable	Organisational Climate
Pearson	.734
Transformational Leadership Style	Correlation
	Sig. (2-tailed)
	.000
	N
	45

Source: Field study, Asare-Danso (2016)

Table 4 indicated a strong positive correlation ($r = .734$, $\text{sig.} = .000$) between transformational leadership style and organisational climate in I.O.M. This implies that as more organisational heads/leaders adopt the transformational

leadership style, staff organisational climate in I.O.M. also increases. In other words, as leaders and followers raise one another to higher levels of morality and motivation, a positive organisational climate is created in I.O.M. Thus transformational leadership style is significant in predicting organisational climate. This view is shared by Adekanbi (2000) who revealed that, employees with high level of job involvement are satisfied with their jobs.

Adekanbi (2000) further stressed that workers' job attitude depends on the nature of the duties as they have designed, the extent to which he has identified with the end result in his labour. Job satisfaction is therefore perceived as a pleasurable positive state resulting from one's job experience, and that individuals' show pleasurable positive attitude when they are satisfied with their job (Weiss, 2002).

However, it needs to be pointed out here that, correlation does not necessarily mean causation and that positive organisational climate cannot be entirely attributed to practicing a transactional leadership style. This notwithstanding, it needs to be conceded that, correlation coefficient can predict with some degree of precision the direction and degree of magnitude, and the relationship between variables of interest.

Analysis of data based on Research Question 1 has revealed that there is a statistically significant relationship between transformational leadership style and the type of organizational climate that prevailed in the Accra Office of the International Organization for Migration (IOM). The research findings would be used to answer Research Question 2.

Research question 2: Is there a statistically significant relationship between transactional leadership style and organizational climate in IOM?

The responses given by the staff are shown in Table 5 below.

Table 5: The Views of Workers of IOM Concerning Transactional Leadership Style

Statement	M	SD
The Head of Department provides assistance to staff in times of need.	3.33	1.07
The Head of Department arranges mutually satisfactory agreements between the head and the staff.	3.27	1.05
The Head of Department negotiates for human and material resources to be provided.	3.64	1.15
The Head of Department makes corrective criticisms.	3.56	.97
The Head of Department monitors staff closely to point out their mistakes.	3.36	1.13
The Head of Department enforces organisational rules and regulations.	3.82	1.03

Source: Field study, Asare-Danso (2016)

Scale:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Partially Agree,
- 4 = Agree
- 5 = Strongly Agree

Mean of means = 3.50

Mean of Standard Deviation = 1.07

Generally, a careful look at Table 5 shows that the staff members agreed to most of the statements posed to them concerning the use of transactional leadership style in the organization. In line with this, a mean of means of 3.50 and a mean of standard deviation of 1.07 were achieved for the items designed. The following responses to the individual items attest to that evidence.

From Table 5, a mean of 3.33 and a standard deviation of 1.07 were recorded in response to the statement “The Head of Department provides assistance to members of staff in times of need”. Majority of the respondents partially agree to this statement. This corroborated the works of Bass (1985), Bass and Steidlmeier (1998), Burns (1978) and Nur (1998) that good leadership-follower relations can be well established based on exchange and contractual obligations.

It is also noticed clearly from Table 5 that majority of the workers partially agreed that the Head of Department arranged mutually satisfactory agreements between the head and the staff. With this item, a mean of 3.27 and a standard deviation of 1.05 were recorded. This gave an indication that the mean falls on the scale 3 (partially agree). The plausible conclusion that could be drawn is that a significant majority of the workers partially supported this view. This also corroborated the works of Bass (1985), Bass and Steidlmeier (1998), Burns (1978) and Nur (1998) that mutually satisfactory agreement between the head and the staff can help to promote good leadership-follower relations.

It is obvious from Table 5 that the staff members agreed that the Head of Department negotiated for human and material resources to be provided in the Accra branch of the I.O.M. Office in Accra. A mean of 3.64 and a standard deviation of 1.15 were recorded for this statement. The mean which falls on scale 4 (Agree) affirms the position that majority of the workers supported this view. This was in line with the views expressed by Bass (1985) and Burns (1978) that, transactional leadership is founded on the idea that leader-follower relations were based on negotiation, exchange and contractual dimensions.

In response to the statement, “The Head of Department made corrective criticisms”, majority of the workers agreed to it. A mean of 3.56 and a standard deviation of .97 were obtained for this item. The mean when converted to the nearest whole number falls on scale 4 which represents the option “Agree”.

In line with the statement: “The Head of Department monitors staff closely to point out their mistakes”, 3.36 was attained as mean and 1.13 as standard deviation. The workers partially agreed with the statement since the mean fell on scale 3 (Partially Agree) under Table 5.

Also, a mean of 3.82 and a standard deviation of 1.03 were recorded for the statement “The Head of Department enforces organisational rules and regulations”. It could therefore be said that majority of the workers supported this view. This assertion is confirmed by Bass and Avolio (1994) that leaders clarify the expectations of followers and attend to their mistakes and their failures to meet the expected standards.

With regard to the relationship between transactional leadership style and organisational climate in IOM, the Pearson Product Moment Correlation Coefficient (r) was used through SPSS Version 15. The result as shown in Table 6 gave a correlation coefficient (r) of .754 between transactional leadership style and organisational climate in I.O.M. When this correlation coefficient ($r=.754$) was tested at .05 significant level the result revealed that it was statistically significant. This corroborates the assertion made by Bass (1985), and Bass & Avolio (1994) that leaders use a combination of transactional and transformational leadership styles.

Table 6: Relationship Between Transactional Leadership Style and Organisational Climate in IOM

Variable		Organisational Climate
	Pearson	.754
Transactional Leadership Style	Correlation	
	Sig. (2-tailed)	.000
	N	45

Source: Field study, Asare-Danso (2016)

Table 6 indicates a strong positive correlation ($r = .754$, $\text{sig.} = .000$) between transactional leadership style and organisational climate in IOM. Hence as organisational heads/leaders increase their use of the transformational leadership style, organisational climate in IOM also increases, and a positive organisational climate is created. When this correlation coefficient ($r=.734$) was tested at .05 significant level, the result revealed that it was statistically significant. Thus

transformational leadership style is statistically significant in predicting organisational climate.

Research question 3: Is there a statistically significant relationship between laissez-faire leadership style and organizational climate in IOM?

The responses given by the staff are shown in Table 7.

Table 7: The Views of Workers of IOM Concerning Laissez-faire Leadership Style

Statement	M	SD
The Head of Department does not interfere until problems become serious.	3.22	1.02
The Head of Department takes action only when mistakes are brought to his/her attention.	3.02	1.14
The Head of Department takes decisions affecting staff without rushing.	3.13	.97
The Head of Department is absent when needed to perform a task.	2.36	1.28
The Head of Department does not provide direction or guidance to staff.	2.38	1.15
The Head of Department gives majority of decision-making functions to staff to perform.	2.62	1.39

Source: Field study, Asare-Danso (2016)

Scale:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Partially Agree,
- 4 = Agree
- 5 = Strongly Agree

Mean of means = 2.79

Mean of Standard Deviation = 1.16

Analysis of data presented at Table 7 reveals that the staff members of I.O.M. at the Ghana Offices in Accra partially agreed to most of the statements posed concerning the laissez-faire leadership style. A mean of means of 2.79 and a Mean of Standard Deviation of 1.16 that were obtained attest to this fact. The details are provided below:

When the workers were asked to respond to the statement: “The Head of Department does not interfere until problems become serious”, it was found out that a significant majority of the workers partially agreed to the fact. A mean of 3.22 and a standard deviation of 1.02 were attained. Though the mean of standard deviation of 1.16 is lower than the standard deviation, the degree of agreement is considered appreciable because the measure of spread is very low.

Also, majority of the workers partially agreed to the statement, “The Head of Department takes action only when mistakes are brought to his/her attention”. A mean of 3.02 and a standard deviation of 1.14 were attained for this item and this falls within the option “Partially Agree”, looking at the scale. This confirms the view expressed by Lewin, et al., (1939) that, laissez-faire leaders gave total

freedom, provided resources but gave information only when asked, and made no evaluative remarks.

A standard deviation of .97 and a mean of 3.13 compared to mean of standard deviation of 1.16 and a mean of means of 2.79 clearly indicates that workers partially agree that the Head of Department takes decisions affecting staff without rushing. A very low standard deviation of .97 shows that variations in the responses were low, and that majority of the workers partially support this statement.

In connection with the statement “The Head of Department is absent when needed to perform a task”, majority of the workers disagreed to it. The item recorded a mean of 2.36 and a standard deviation of 1.28 which fall under the scale of 2 (disagree) when approximated to the nearest mean, it indicates that, the respondents disagreed to the statement. Bass (1999) described laissez-faire leadership as “non-leadership” because the leader has almost no influence over the workers. It is therefore not surprising that Yukl (2005) described laissez-faire leadership style as probably a descriptive ideal that does not really exist.

In line with the statement “The Head of Department does not provide direction or guidance to staff”, a mean of 2.38 and a standard deviation of 1.15 were recorded, meaning to a large extent, the workers disagreed to the statement. Converting the mean to the nearest whole number it could be seen that the mean falls at 2, which depicts that they disagreed to the statement. Therefore, majority of the staff members disagreed that the Head of Department does not provide direction or guidance to staff.

As to whether the Head of Department gives majority of decision-making functions to staff to perform, majority of the staff members partially agreed to the statement. This is because, a mean of 2.62 and a standard deviation of 1.39 were recorded, which falls under scale 3 (Partially Agree) looking at Table 7. However, it could be asserted that there were variations in the responses given, since the standard deviation recorded was higher than the mean of standard deviation of 1.16.

With regard to the relationship between laissez-faire leadership style and organisational climate in I.O.M., the Pearson Product Moment Correlation Coefficient (r) was used through SPSS Version 15. The result, as shown in Table 8, gave a correlation coefficient (r) of .201 between laissez-faire leadership style and organisational climate in IOM. When this correlation coefficient (r=.201) was tested at .05 significant level the result revealed that it was not statistically significant.

Table 8: Relationship Between Laissez-faire Leadership Style and Organisational Climate in IOM

Variable		Organisational Climate
Laissez-faire Leadership Style	Pearson Correlation	.201
	Sig. (2-tailed)	.185
	N	45

Source: Field study, Asare-Danso (2016)

Table 8 indicates a weak positive correlation ($r = .201$, $\text{sig.} = .185$) between laissez-faire leadership style and organisational climate in IOM. Therefore, as organisational heads/leaders increase their use of the laissez-faire leadership style, organisational climate in IOM also increases or a positive organisational climate is created. When this correlation coefficient ($r=.201$) was tested at .05 significant level the result revealed that it was not statistically significant. Thus laissez-faire leadership style is not statistically significant in predicting organisational climate.

The view is shared by Omolayo (2012) who stated that an organization may have an adequate planning, organizing and controlling procedure but may not survive because of poor leadership. Ineffective leadership accounts for most of the organizational failures and this is a serious obstacle to organizational success.

He further stated that, a worker that is dissatisfied with styles of a leader may develop negative attitude towards his or her work with characteristic behaviour manifestation such as low job involvement, absenteeism and intension to leave the organization (Omolayo, 2012).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This Chapter provides a summary of the research work, conclusions drawn from the research findings, and recommendations made, based on the research findings. It begins with an overview of the study, and subsequently presents the main research findings, conclusions and finally the recommendations made for policy and practice.

Summary

This study was conducted to investigate the effects of leadership styles on organizational climate, using the International Organization for Migration (I.O.M.). In this study, the independent variables included three leadership components: transformational leadership, which is described as when leaders raise the awareness levels of their subordinates and inspires them to commit to a shared vision; transactional leadership, which relies primarily on an exchange of services and rewards between leaders and subordinates; and laissez-faire leadership, which is described as a lack of leadership. In addition, the dependent variable was organizational climate. Correlational statistics were used to examine the relationship between the leadership styles used by Heads of Department at the Ghana Office of the International Organization for Migration (I.O.M.) in Accra and the organizational climate that were created by these leaders .

The correlation research design was used for the study. Three research questions were formulated for the study as follows:

- 1 Is there a statistically significant relationship between transformational leadership style of the organizational and departmental heads of IOM and organizational climate in IOM?
- 2 Is there a statistically significant relationship between transactional leadership style of the organizational and departmental heads of IOM and organizational climate in IOM?
- 3 Is there a statistically significant relationship between laissez-faire leadership style of the organizational and departmental heads of IOM and organizational climate in IOM?

The study covered 45 workers of the Accra branch of the International Organisation for Migration (I.O.M.). Census was used to select all the staff members of the Accra branch of the I.O.M. to serve as respondents to the questionnaire.

The questionnaire was used to gather the requisite data for the study. One set of five point Likert scale type of questionnaire was used to gather data from the staff members. It is worthy to note that, the instrument was subjected to reliability and validity test. The data gathered from the workers were analysed with statistical tools such as frequencies, percentages, means and standard deviations as well as correlation.

Key findings

The following were the main findings of the study:

1. Analyses of data collected indicated a significant positive relationship between transformational leadership and organizational climate. This

provided a positive response to Research Question One, that the use of transformational leadership style creates a positive organizational climate. Generally, the Heads of Department at the International Organization for Migration (I.O.M.) at Accra Office made use of the transformational leadership style, and this created a very positive organizational climate for the staff. The research findings therefore revealed that there was a strong positive correlation between transformational leadership style and organizational climate in I.O.M. In addition, transformational leadership style was seen as statistically significant factor in influencing organizational climate in I.O.M.

2. A positive relationship was found between transactional leadership and organizational climate. This provided a positive response to Research Question Two, that the use of transactional leadership style creates a positive organizational climate. The study also revealed that Departmental Heads of the I.O.M. offices at Accra used the transactional leadership style. Again, it was realized that, there was a strong positive correlation between transactional leadership style and organizational climate at IOM. Transactional leadership style was therefore statistically significant in influencing organizational climate.
3. A significant positive relationship was found between laissez-faire leadership and organizational climate. This provided a positive response to Research Question Three. It was realized that the Departmental Heads of I.O.M. offices at Accra partially employed the

laissez-faire leadership style. The research findings revealed that there was a weak positive correlation between laissez-faire leadership style and organizational climate at I.O.M. But, laissez-faire leadership style was seen as statistically insignificant in influencing the organizational climate that prevailed at I.O.M.

4. The research findings also revealed that the Heads of I.O.M. employed a combination of transformational and transactional leadership styles in managing the organization. There was a strong positive correlation between both transformational and transactional leadership style and the type of organizational climate that prevailed within the organization (I.O.M.). This indicated that some leaders use a combination of transactional and transformational leadership styles in managing their organization.
5. The research findings also revealed that “Open Climate” was the type of climate that prevailed at the Accra Offices of the I.O.M. The findings revealed that the Heads of Department of the Accra Offices of I.O.M. showed genuine concern for staff; they motivated and encourages staff members. They gave the staff freedom to carry out their duties without frequent interruptions to the discharge of their duties. Also, the members of staff were tolerant, helpful, caring and worked hard to ensure the attainment of the organizational goals. They also worked as a team, helped one another, were very approachable, and they maintained close relationships with one another. This

indicated that open climate promotes good superior-subordinate relationship.

6. The study has also revealed that the Trait theory, the Behavioral theory and the Situational or Contingency theory are all applicable to the study. The reason is that the kind of leadership styles that the heads of department of I.O.M. used was based on not only their physical, social and personal characteristics, but they were also based on their own behaviour and the kind of situations that prevailed in the organization.

Conclusions

Data collected as a part of this study were sufficient to support the following conclusions:

The research findings revealed that there was a statistically significant relationship between transformational leadership style and organizational climate. The Pearson Correlation Coefficient of .734 indicated a positive relationship between transformational leadership and school climate.

The following conclusions could be drawn from the findings of the study. With respect to the relationship between the transformational leadership style and organisational climate at I.O.M., it can be concluded that, the Heads of Department partially used the transformational leadership style, despite the fact that it was statistically significant in influencing organisational climate. There is therefore the need for the Heads of Department to adopt or make full use of the transformational leadership style by encouraging staff to be innovative, develop problem-solving skills, and listen to the needs and concerns of their staff, since the transformational

leadership style is statistically a significant factor in influencing organisational climate.

The research findings also revealed that there was a statistically significant relationship between transactional leadership and school climate. The Pearson Correlation Coefficient of .754 indicated a positive relationship between transformational leadership and organizational climate. The relationship between the transactional leadership style and organizational climate indicated that the Heads of Department at IOM Ghana Office used the transactional leadership style to a large extent. Again, transactional leadership style is a significant factor in influencing organizational climate. This implies that Heads of Department should be encouraged to provide assistance to staff in times of need, as well as arrange mutually satisfactory agreements between the head and the staff.

The research findings further revealed that there was a relationship between laissez-faire leadership and organizational climate. The Pearson Correlation Coefficient of .201 indicated a positive relationship between laissez-faire leadership and organizational climate. It can therefore be deduced that the Heads of Department in I.O.M. Ghana Offices partially used the laissez-faire leadership style. However, the laissez-faire leadership style was not statistically significant in influencing the organisational climate at IOM.

Recommendations

Based on the findings and conclusions made from this study, the following recommendations for policy and practice are made:

1. Although it turned out that the transformational leadership style was a significant factor in influencing organizational climate, Heads of Department at I.O.M. Offices in Accra were partially using the transformational leadership style. It is therefore recommended that, Heads of Departments make use of the transformational leadership style by encouraging staff to be innovative, to develop problem-solving skills, and as well listen to the needs and concerns of the staff, in order to create a healthy organizational climate, since there is a strong positive correlation between transformational leadership style and organizational climate.
2. Also, it was realized that the transactional leadership style was statistically significant in influencing organizational climate. Heads of Department are encouraged to closely monitor staff activities to point out their mistakes, arrange mutually satisfactory agreements between the superior and the subordinates, as well as provide assistance to staff in times of need.
3. Even though it was realized that, the laissez-faire leadership style was not statistically significant in influencing organizational climate at I.O.M. Ghana, there was a positive correlation between laissez-faire leadership style and organizational climate. This suggests that the Heads of Departments or institutions employ the use of laissez-faire leadership style when it becomes necessary to do so in the organization. This may happen when the workers are highly skilled, very

experienced, highly educated, highly motivated to work, very trustworthy and can always get the work done without direct supervision from the leader or superior.

4. From the theoretical perspectives, the study revealed that the Trait theory, the Behavioral theory and the Situational or Contingency theory were all applicable to the study. The reason is that the kind of leadership styles that the heads of department of I.O.M. used was based on not only their physical, social and personal characteristics, but they were also based on their own behaviour and the kind of situations that prevailed in the organization. It is therefore recommended that different leadership styles could be merged and used by leaders in managing their organizations.

Suggestions for further research

This study examined the relationship between the leadership styles of departmental heads and the organisational climate, as perceived by the staff of the International Organisation for Migration (I.O.M.) at the Ghana Offices in Accra. The following suggestions are made to be considered for further research:

1. Analysis of the data established a significant positive relationship between transformational leadership and organizational climate. The study can be replicated at other organizations or institutions in Ghana, for example, banking institutions, political organizations, religious groups, social groups, et cetera.
2. Analysis of the data revealed a positive relationship between transformational leadership and organizational climate. A study should be

conducted to examine the individual factors that make up transformational leadership, and their relationship with organizational climate.

3. A study should be conducted to analyze the relationship between each of the organizational climatic factors and transformational, transactional and laissez-faire leadership.

4. A similar study should be conducted to investigate the relationship between each of the general climate factors and transformational, transactional and laissez-faire leadership, based on gender.

5. The research was conducted using the questionnaire as the only research instrument. It is therefore suggested that for future studies, other research instruments like interviews and observations be considered to make the study more interactive with the respondents.

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APPENDICES

**APPENDIX A: LEADERSHIP-CLIMATE QUESTIONNAIRE
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS**

Dear Sir/Madam,

I am a postgraduate student pursuing an MBA degree programme at the School of Business, University of Cape Coast. I am writing my MBA Dissertation on the topic “*Relationship between leadership styles and organizational climate: A correlation study of the International Organization for Migration in Ghana*”. Statements have been made to express your opinion about the type of leadership style used by the Head of your Department at IOM, Ghana (1-27), and the type of climate that prevails in your organization (IOM) (28-59). I would be very grateful if you could respond to all the items in this questionnaire by making a tick [√] against each of the statements to indicate your level of agreement or disagreement with the statement. Please, use the rating scale that has been provided below:
Thank you.

Strongly disagree (SD)	Disagree (D)	Partially agree (PA)	Agree (A)	Strongly agree (SA)
1	2	3	4	5

Department (under IOM)

Gender of Head of the Department: Male [] Female []

(1-27) The Head of my Department at IOM

<i>Idealized attributes</i>	1	2	3	4	5
1. is a role model for the staff					
2. is admired by members of staff					
3. is highly respected by members of staff					
<i>Idealized behaviours</i>	1	2	3	4	5
4. builds the confidence of the staff working under him/her					
5. encourages staff to accept proposals for change					
6. demonstrates the virtues in him/her to the staff					
<i>Inspirational motivation</i>	1	2	3	4	5
7. develops a shared vision for the staff					
8. makes sure that all staff share his/her vision for the organization					
9. encourages staff to integrate to become part of the organization					

<i>Intellectual stimulation</i>	1	2	3	4	5
10. encourages staff to be innovative					
11. encourages staff to develop problem-solving skills					
12. encourages staff to develop new approaches or ways of doing things					
<i>Individualized Consideration</i>	1	2	3	4	5
13. listens to the needs and concerns of the staff					
14. commends staff for good performance in order to motivate them					
15. makes the public recognize the achievements of the organization					
<i>Contingent reward</i>	1	2	3	4	5
16. provides assistance to staff in times of need					
17. arranges mutually satisfactory agreements between the head and the staff					
18. negotiates for human and material resources to be provided					
<i>Active management-by-exception</i>	1	2	3	4	5
19. makes corrective criticisms					
20. monitors staff closely to point out their mistakes					
21. enforces organizational rules and regulations					
<i>Passive management-by-exception</i>	1	2	3	4	5
22. does not interfere until problem becomes serious					
23. takes action only when mistakes are brought to his/her attention					
24. takes decisions affecting staff without rushing					
<i>Laissez-faire leadership</i>	1	2	3	4	5
25. is absent when needed to perform a task					
26. does not provide direction or guidance to staff					
27. gives majority of decision-making functions to staff to perform					
(28-59) In this organization (IOM) ,					
<i>Respect</i>	1	2	3	4	5
28. everyone is respected, including junior staff					
29. the Head treats all category of staff as persons					
30. staff are considered as important collaborators					
31. staff of one department respect those in other departments					
<i>Trust</i>	1	2	3	4	5
32. staff feel that the Head is “on their side”					
33. while we don’t always agree, we can share our concerns with each other					
34. staff can count on Head to listen to their side of the story					

35. the Head trust all staff to use good judgment					
High morale	1	2	3	4	5
36. the staff are enthusiastic about working					
37. the staff feel proud to be associated with the organization					
38. attendance to work is good; staff are absent only for good reasons					
39. every staff member likes working very hard in the organization					
Opportunity for input	1	2	3	4	5
40. I feel that my ideas are welcomed and used by management					
41. I get involved in discussions before important decisions are made					
42. some staff members are made to serve on the Board					
43. though I am not directly involved in decision-making, I give some input					
Continuous professional and social growth	1	2	3	4	5
44. management provides social services to people in the community					
45. management seeks better ways of dealing with staff					
46. IOM programmes are relevant to present and future needs of workers					
47. the Head of Mission is learning or seeking new ideas					
Cohesiveness	1	2	3	4	5
48. there is a “we” feeling or sense of belonging among workers					
49. management and workers collaborate for effective running					
50. differences between individuals and groups unites rather than divides					
51. new staff feel welcome and part of the organization					
Organizational renewal	1	2	3	4	5
52. when a problem arises, IOM has procedures for working on it					
53. workers are encouraged to be innovative at the workplace					
54. a plan has been worked out to help workers with special needs					
55. staff are encouraged to be creative, rather than to conform					
Caring	1	2	3	4	5
56. there is someone that I can always count on at IOM					
57. the Head of Mission of IOM really cares about workers					
58. I think people care about me as a person					
59. I feel wanted and needed, so this organization is a nice place for me					

Thank you very much for responding to this questionnaire.

**APPENDIX B: MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ)
RATER FORM (5X)**

I would be very grateful if you can respond to all the items in this questionnaire by drawing a circle around the number [1, 2, 3, 4,5] that you think expresses your perception of the leadership style of the head of your school. Please, use the rating scale that has been provided below: Thank you.

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1	2	3	4	5

Department (under IOM)

Gender of Head of Department: Male [] Female []

The head of my department at IOM

1. provides assistance to staff in times of need	0	1	2	3	4
2. encourages staff to be creative	0	1	2	3	4
3. does not interfere until problem becomes serious	0	1	2	3	4
4. makes corrective criticisms	0	1	2	3	4
5. avoids accepting responsibility	0	1	2	3	4
6. builds the confidence of the staff	0	1	2	3	4
7. is absent when needed	0	1	2	3	4
8. encourages staff to be innovative	0	1	2	3	4
9. develops a shared vision for staff	0	1	2	3	4
10. is a role model for the staff	0	1	2	3	4
11. arranges mutually satisfactory agreements for staff	0	1	2	3	4
12. uses punishment to correct staff	0	1	2	3	4
13. makes sure that all teachers share his/her vision the school	0	1	2	3	4
14. builds the trust of the staff	0	1	2	3	4

15. listens to the needs and concerns of the staff	0	1	2	3	4
16. negotiates for human and material resources to be provided	0	1	2	3	4
17. takes action only when mistakes are reported to him/her	0	1	2	3	4
18. is admired by members of staff	0	1	2	3	4
19. expresses thanksgiving for good performance of staff	0	1	2	3	4
20. does not rush in taking decisions affecting staff	0	1	2	3	4
21. is highly respected by the members of staff	0	1	2	3	4
22. uses negative reinforcement for staff	0	1	2	3	4
23. encourages staff to accept proposals for change	0	1	2	3	4
24. monitors staff closely to point out their mistakes	0	1	2	3	4
25. is trusted by the staff	0	1	2	3	4
26. encourages staff to integrate to become part of the school culture	0	1	2	3	4
27. enforces school rules and regulations	0	1	2	3	4
28. does not provide direction or guidance to staff	0	1	2	3	4
29. ensures fair workload distribution	0	1	2	3	4
30. encourages staff to develop problem-solving skills	0	1	2	3	4
31. makes public recognition of achievements of the school	0	1	2	3	4
32. encourages staff to try new ways of doing things	0	1	2	3	4
33. gives most decision-making functions to staff to perform	0	1	2	3	4
34. demonstrates the virtues in him/her to the staff	0	1	2	3	4
35. provides commendations for successful staff performance	0	1	2	3	4
36. articulates a clear view of the future of the school	0	1	2	3	4

Thank you very much for responding to the questionnaire.

**APPENDIX C: THE CHARLES F KETTERING LTD (CFK) SCHOOL
CLIMATE PROFILE**

Some statements describing the climate of your school in eight areas have been made. I would be very grateful if you can respond to all the items in this questionnaire by drawing a circle around the number [1,2,3, 4] that you think expresses your perception of the climate in your work place. Please, use the rating scale that has been provided below: Thank you.

Almost Never	Occasionally	Frequently	Almost Always
1	2	3	4

RESPECT

1.	In this organization, even low achieving members are respected	1	2	3	4
2	Teachers treat students as persons	1	2	3	4
3	Parents are considered as important collaborators	1	2	3	4
4	Teachers in different subject areas respect one another	1	2	3	4
5	Teachers in this school are proud to be teachers	1	2	3	4

TRUST

1.	Students feel that teachers are “on their side”	1	2	3	4
2	We don’t always agree but we can share our concerns	1	2	3	4
3	Our head is vocal when (s)he meets the board of governors	1	2	3	4
4	Students count on teachers to listen to their side of the story	1	2	3	4
5	Teachers trust students to use good judgement	1	2	3	4

HIGH MORALE

1.	This school makes students enthusiastic about learning	1	2	3	4
2	Teachers feel proud to be associated with the school	1	2	3	4
3	Students are only absent from school for good reasons	1	2	3	4
4	Parents, teachers and students defend the school always	1	2	3	4
5	I like working in this school	1	2	3	4

OPPORTUNITY FOR INPUT

1.	I feel that my ideas are listened to and used in this school	1	2	3	4
2	I'm involved in making important decisions for the school	1	2	3	4
3	Students and teachers are represented on governing council	1	2	3	4
4	I can't vote on every decision but I give some input	1	2	3	4
5	When all is said and done, I feel that I count in this school	1	2	3	4

CONTINUOUS ACADEMIC AND SOCIAL GROWTH

1.	Teachers also engage in other activities outside the school	1	2	3	4
2	Teachers seek better ways of teaching and learning	1	2	3	4
3	School programs are relevant to the needs of students	1	2	3	4
4	The Head is learning or seeking new ideas	1	2	3	4
5	The school provides parents with learning opportunities	1	2	3	4

COHESIVENESS

1.	Students prefer this school to other schools	1	2	3	4
2	There is a “we” feeling or spirit in this school	1	2	3	4
3	The head and teachers collaborate for effective management	1	2	3	4
4	Differences among staff and students rather unites them	1	2	3	4
5	New staff and students feel welcome and part of the group	1	2	3	4

SCHOOL RENEWAL

1.	The school has procedures for dealing with issues	1	2	3	4
2	Teacher are encourages to be innovative in the classroom	1	2	3	4
3	This school has a plan for students with special needs	1	2	3	4
4	Students are encouraged to be creative but not to conform	1	2	3	4
5	Programs are adapted to the needs of the school community	1	2	3	4

CARING

1.	There is someone in this school that I can always count on	1	2	3	4
2	The headmaster / headmistress really cares about students	1	2	3	4
3	I think people in this school care about me as a person	1	2	3	4
4	This school gives members a sense of belongingness	1	2	3	4
5	Most people in this school are kind	1	2	3	4

Thank you very much for responding to this questionnaire.