

UNIVERSITY OF CAPE COAST

EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: THE
CASE OF THE CAPE COAST METROPOLITAN HOSPITAL

BY

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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: Ishmael Taylor-Ghampson

Supervisor's Declaration

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

Supervisor's Signature: Date:

Name: Dr. Abraham Ansong

ABSTRACT

The poor attitudes of Hospital staff in the Cape Coast Metropolitan Hospital has sought to question the leadership abilities and styles of the hospital management. Leadership abilities to influence their followers are often linked to the type of style they adopt. This study aimed at assessing the effect of leadership styles on employee performance in Cape Coast Metropolitan Hospital. The study was both qualitative and quantitative and adopted the survey and cross-sectional designs. The study used 83 respondents and these respondents were randomly selected using the lottery method. Questionnaires were used to collect data descriptive statistics such as mean, percentages as well as correlation and regression statistical tools were used to analyse the data. It emerged from the study that the democratic, autocratic as well as laissez-faire leadership styles were practiced in the CCMH. It was revealed that democratic leadership style statistically and empirically affects employee performance. Again, it was found that autocratic leadership style positively affects employee performance in the hospital. Also, the study revealed that there was employee performance is influenced and affected by laissez-faire leadership style. The study, therefore, concluded that leadership styles practiced at the CCMH affect employees' performance. It is recommended that supervisors apply the democratic, autocratic and laissez-faire leadership styles depending on the prevailing situations since different situations demand different leadership approaches.

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DEDICATION

To my children: Ernestina Amarin Ghampson and Margareta Amarin Ghampson.

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LIST OF ACRONYMS

ANOVA	Analysis of Variance
CCMH	Cape Coast Metropolitan Hospital
CRH	Child Reproductive Health
GHS	Ghana Health Service
MLQ	Multifactor Leadership Questionnaire
OPD	Out Patients Department
HIV	Human Immunodeficiency Virus
SPSS	Statistical Product and Service Solutions

CHAPTER ONE

INTRODUCTION

Introduction

This chapter presents an introduction to the study which seeks to assess the effect of leadership style on the employee performance of the Cape Coast Metropolitan Hospital (CCMH). The chapter looks at the background of the study; the statement of the problem; objectives, research questions, significance of the study, delimitation, limitations as well as organisation of the rest of the study.

Background to the Study

Leadership is simply the art of influencing people so that they will strive willingly towards the achievement of goals (Igbaekemen, 2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). Good leadership makes business and not-for-profit organizations successful. Without leadership, organizations move too slowly, stagnate, and lose their way (Northhouse, 2007). This was supported by Hurduzue (2015) who proclaimed that effective leadership style could promote excellence in the development of the members of the organisation. When leaders use their leadership styles to demonstrate concern, care and respect for employees, it increases the interest of employees in their work and enables them to achieve better performance, this therefore enhances their job satisfaction (Fu-Jin, Shieh & Tang, 2010).

A capable leader provides an environment for people to experience caring, healing, and learning. This leader treats others with dignity, respect, honesty, and

fairness. The leader also recognizes the value of individual differences and the collaboration of people with different strengths and expertise (Malloch & Porter-O'Grady, 2005; Scott, 2005). Hurduzue (2015) proclaimed that effective leadership style could promote excellence in the development of the members of the organization. Billig (2015) reported Lewin's leadership styles and came out with three different leadership styles; democratic, autocratic and laissez-faire. Mullins (2007) also classified broadly, the style of leadership towards subordinate staff and the focus of power within a simplified three-fold heading, the authoritarian (or autocratic) style, democratic style and a laissez-faire (genuine) style.

Leadership styles of healthcare managers also have some consequences in terms of health workers' commitment to the service. Therefore, successful healthcare leader is the one who is able to pull his/her subordinates along as they strive to achieve or deliver quality health care. He or she delegates authority, he adopts a relationship that is beneficial to the (Blake & Mouton, 2005). In his view, Northouse (2007) argues that leadership style is the manner and approach of providing direction, implementing plans, and motivating people. It appears no one leadership style is prescribed for all situations.

Every situation determines its leadership style. For instance, Ipas (as cited in Anyango, 2015) reports that autocratic leadership is the most used style by managers in the hotel industry. Ipas argued that it is perceived as a style that yields the most results. This is the focus of the study as posited by the situational and contingency theory. The theory intimates that leadership style is determined

by situations and so the outcome cannot be predicted by the leadership style. In effect the theory indicates that no leadership style is best in an organization but the situation at hand determines the style that must be adopted.

Leadership style is very significant to employee performance in every organization. The actual effect of leadership style on employee performance has, however, been inconsistent. Some occurrences in hospitals in Ghana have called the performance of health workers to question. For instance, cases such as health workers neglecting poor pregnant women to their fate and through that many have lost their lives. Others have also involved in unethical practices and that have hit the air waves. Many have attributed these failures to lack of leadership. Most studies have also dealt with leadership styles but concentrated on transformational and transactional leadership styles (Asamani, Agyemang, Afful & Asumeng, 2017).

In the case of this study, even though different leadership styles are adopted by different leaders in the CCMH, it must be noted that leaders must assess situations and apply the styles that suit the situation. The other theory adopted by the study which is linked to the study is the traits and behavioral theory. This theory proposes that it is the behavior of the leader that makes him/her different from the followers. It therefore behooves on the leadership of the CCMH to moderate their behaviors to bring the necessary influence on their followers in order to produce the needed results.

Aboshaiqah, Hamdan-Mansour, Sherrod and Alkhaibary, (2014) also looked at the link between leadership and employee performance among hospital

nurses and report that the transformational and transactional leadership styles are significantly positively related to employee performance while laissez-faire is significantly negatively correlated to employee performance.

Significant positive relationship between both transformational and transactional leadership styles and employee performance is also reported in Pradeep and Prabhu (2011) in India, and in Kehinde and Banjo (2014) and Ejere and Abasilim (2013), both in Nigeria. Other studies in Africa are Tsigu and Rao (2012) and Gimuguni et al (2014) in Ehtiopian banking industry and Ugandan local government authorities respectively. While Tsigu and Rao finds that the transformation leadership explained the variation in employee performance better than transaction leadership style, Gimuguni et al report significantly positive relationship between autocratic, laissez-faire and democratic and performance.

Lamb and McKee (2004) submitted that the style to be adopted by a leader should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members. Leadership affects a wide array of work behaviors, including employees' motivation, self-efficacy, creativity, and coping with stress. It also predicts crucial work-related outcomes such as task performance. Azhar (2004) affirms that democratic, autocratic and laissez-faire styles of leadership all produce different job performances under different situations. Adeyemi (2010) found that teachers' job performance was better in schools having principals using autocratic leadership style than in schools having principals using democratic or Laissez-faire leadership styles.

A study by Nuhu (2010) reveals that authoritative leadership style demonstrated significant influence on workers' performance in Kampala District Council in Uganda. The study further revealed that though the workers' performance increased under authoritative instructors and policies, the human values are often undermined. Dolatabadi and Safa's (2010) study established that directive (i.e. autocratic) leadership style has negative influence on employee's commitment to quality of offered services to customers. A study by Obiwuru et al. (2011) found that transactional (autocratic) leadership style was more appropriate in inducing job performance in small scale business enterprises than transformational (i.e. democratic) leadership style as the enterprise developed, grew and matured.

Botha, Cunningham, Musengi, Visser, Williams, Lotz, Booysen, Smith, Bosch and Banhegyi (2007), indicate that the leadership style should be adapted to the characteristics of the leader, the subordinate, and the nature of the situation. In order to get the best results from subordinates, the manager must also have regard for the need to encourage high morale, a spirit of involvement and co-operation, and a willingness to work (Mullins, 2007). The attention given to leadership style is based on the assumption that subordinates are more likely to work effectively for managers who adopt a certain style of leadership than they will for managers who adopt alternative styles (Mullins, 2007).

The day to day activities at the Cape Coast Metropolitan Hospital which is mandated to look after patients and offer health related advices cannot be implemented without appropriate leadership styles being adopted by the hospital

leaders. Since the staff have had different trainings and come from different backgrounds it is worthwhile to adopt the needed styles in order to obtaining the needed performance from them. It is believed that the leadership of the health institutions practice almost all the leadership styles mainly autocratic, democratic and laissez-faire. All these leadership styles are practiced in different situations with different philosophies. The study will therefore assess them individually to ascertain which one(s) best elicits best performances from the medical professionals.

Statement of the Problem

Different styles of leadership exist to match different situations in an organization and each of these styles works best only if the leader has a vision of what can be achieved and then communicates this to others and initiate strategies for realizing the vision (Reddins, 1990). The best or effective leadership style is one that produces desirable results for individual workers and the organisation at large. Hence, the need to investigate the leadership styles that influence performance of the health professionals and contribute to the goals of the Ghana Health Service positively.

In addition, findings from previous studies on leadership styles and employee performance are inconsistent. For example, studies by Adeyemi (2010), Nuhu (2010) and Belonio (2011) found that autocratic leadership style has significant effect on employee performance while Dolatabadi and Safa (2010) and Obiwuru, Okwu, Akpa and Nwankwere (2011) found no significant impact between the leadership style and employee performance. Moreover, some

researchers such as Nuhu (2010); Belonio (2011); Umer, Adnan, Adnam and Inam-ul-Hassan (2012) revealed that democratic leadership style exerts significant effect on employee performance, however, Tandoh (2011) found that people-centered and democratic leadership styles have no significant effect on employee job performance.

The subject of leadership styles and employee performance has been conducted in different fields such as the local government authorities (Gimuguni, et al., 2014), hotel (Ipas, 2012), Petroleum (Kehinde and Bajo, 2014); Tsigu and Rao (2015) in banking industry. But there is little research on the subject conducted in the medical field, especially, in Ghana Health Service and there are no conclusive empirical studies on the effect of leadership styles and performance.

Saberi, Rajabi, Jamshida and Seydali (2017) indicated that employees of public hospitals demonstrate poor attitude to work and to patients thereby affecting the quality of services provided by the hospitals at the detriment of the patients. They opined that employees' poor attitude to work could be attributed to poor leadership style and that good leadership style is expected to direct workers behaviours toward achieving organizational predetermined goals. In recent times, the Ghana Health Service has come under a barrage of criticisms on how they operate; a confirmation of the views of Saberi, Rajabi, Jamshida and Seydali (2017).

The alleged poor attitudes of some hospital workers have been against almost all the departments of the Cape Coast Metropolitan Hospital. Patients who

visit the hospital have often times complained about work attitudes of some of the workers. All these can be attributed to leadership and how they are able to control their subordinates to come out with the needed results. The study, therefore, investigates how the various leadership styles adopted in the hospital affect the performance of the hospital employees.

Purpose of the Study

The purpose of the study is to assess the effect of leadership style on employee performance of Cape Coast Metropolitan Hospital.

Specific Objectives

The specific objectives of the study are to:

1. investigate leadership styles currently being applied in the Cape Coast Metropolitan Hospital (CCMH);
2. examine the effect of democratic leadership on employee performance at the Cape Coast Metropolitan Hospital;
3. assess the effect of autocratic leadership on employee performance among hospital workers in the Cape Coast Metropolitan Hospital;
4. determine the effect of laissez-faire leadership on the employee performance among hospital workers in the Cape Coast Metropolitan Hospital.

Research Question

To achieve the objective one, a research question was asked because it is qualitative in nature.

1. Which leadership styles are being practiced in the Cape Coast Metropolitan Hospital?

Research Hypotheses

To achieve objectives 2, 3 and 4 the following hypotheses were used:

1. **H₀**: Democratic leadership style does not affect employee performance
H₁: The democratic leadership style significantly affects employee performance.
2. **H₀**: Autocratic leadership style does not affect employee performance
H₁: The autocratic leadership style significantly affects employee performance
3. **H₀**: Laissez-faire leadership does not affect employee performance
H₁: Laissez-faire leadership significantly affects employee performance

Significance of the Study

The study which investigates the effect of leadership style on employee performance hospital workers stands to benefit the management of Ghana Health Service (GHS); the nurses training colleges; medical schools; Senior staff of the hospital; managers of organizations as well as researchers. The study will also contribute to knowledge because it will confirm or disconfirm whether leadership styles have effect of employee performance as espoused by the literature. The findings from the study will also assist in policy formulation on the acceptable leadership styles that must be adopted in to elicit the needed results. The study will contribute immensely on the discussion on the effect of leadership styles on

employee performance because it will offer yet another empirical result on how leaders can influence their subordinates. Again, the study is expected to add to the body of knowledge on the effect of leadership styles especially in the performance of health workers. It serves as a platform for other researchers and students who may want to do similar work or replicate the study.

After completing the study on this topic, this research would be beneficial to employees of the GHS since they would be able to identify which leadership style is good for them in terms of work satisfaction and the success of their careers. The study stands to benefit organizational leaders as they would understand which types of leadership styles effect on employee performance and how employees can also be motivated through proper leadership.

Delimitation

The study concentrated on the effect of leadership style on the employee performance in the Ghana Health Service (GHS). The study was conducted at the Cape Coast Metropolitan Hospital. The study looked at all the leadership styles in literature such as autocratic, democratic and laissez-faire. The study involved all the departments of the hospital such as Pediatric, Child Reproductive Health (CRH), Out Patience Department (OPD), Maternity, Administrative, Emergency/Casualty, Psychiatric, Operatives, General Ward, Laboratory and Records. It assessed how each leadership style affected employee performance.

Limitation of the Study

The study is saddled with some limitations which have the tendency to affect the conclusions and subsequent generalization of the findings. Ideally, all workers of the hospital should have been included in the study but for time and financial constraints a sample was used and this may affect the results and subsequent generalization. However, the sampling method used was very effective and so the negative effect of using a sample was expected to be minimal. The demerits of using questionnaires where the researcher was unable to seek clarification to some of the responses given could in large extent affect the findings. The questionnaires used for the study were tried and tested model and so was able to measure what it was supposed to measure.

Definition of key Terms

Autocratic leadership - This is a leadership style where the leader gives orders and expect instant obedient without argument. It is a management style where one person controls all the decisions and takes very little inputs from other group members.

Democratic leadership – it is also known as participative leadership or shared leadership. It is a type of leadership in which members of the group take a more participating role in the decision-making process.

Employee Performance – This refers to how workers behave in the workplace and how well they perform the jobs they are obliged to do.

Laissez-faire leadership – It is a type of leadership style in which leaders are hands-off and allow group members to make decisions.

Transactional leadership - It is a style of leadership in which leaders promote compliance by followers through both rewards and punishments. Through a rewards and punishments system, transactional leaders are able to keep followers motivated for the short-term.

Transformational leadership – This is a type where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.

Organization of the Study

This study was organized into five (5) chapters. Chapter one looked at background to the study, focusing on statements demonstrating that the problem is worth investigating. It again looked at problem statement, research objectives, research hypotheses and questions, significance of the study, scope of the study as well as the organization of the rest of the study. Chapter two looked at the Literature Review. This chapter dealt with the theoretical framework related to leadership styles and employee performance. Others include the conceptual framework and other sub-topics. Chapter three considered the methodology of the study including research design, organizational profile, population of the study, sample and sampling procedure, data collection instruments as well as data processing and analysis. Chapter four focused on detailed analysis of the findings,

analysis and interpretations of the field data that was collected. Chapter five was about conclusion and recommendations. This chapter presented the conclusion drawn from the analysis and offered recommendations for best practices.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviewed literature related to the effect of leadership styles on employee performance among health care workers. Randolph (2009) has said that literature review informs the student of influential researchers and research groups in the field. Even though the focus of the chapter is on the effect of leadership style on employee performance, other areas relevant to the topic such as theoretical and conceptual framework, the concept of leadership and leadership styles, the synergy of leadership style and performance, empirical studies among others were reviewed.

Theoretical Framework

Many researchers have investigated the effect of leadership style on employee performance and many others have also theorized the topic. This session discusses some of the theories that fit into the leadership style, employee performance debate. Theories that suit the study include the traits and behavioral theory propounded by Stogdill (1948) and situational and contingency theory by Cheng and Chan (2002). These theories have been used because they stipulate the conditions under which a leadership style can affect the performance of employees.

Traits and Behavioral Theory

The trait perspective was one of the earliest theories of leadership in the 1940's which assumes that great leaders are born with distinguished personality traits that make them better suited for leadership and make them different from other people or their followers. Stogdill's (1948) survey of the leadership literature came up with the most comprehensive list of traits. Stogdill observed that leadership situations vary significantly and place different demands on leaders, destroy the trait theory, leading to the emergence of situational and behavioral approaches.

Behavioral theories of leadership state that it is the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the belief that great leaders are made, not born. According to this theory, people can learn to become leaders through teaching and observation. Behavioral theories examine whether the leader is task oriented, people oriented, or both. Studies conducted at the University of Michigan and Ohio State University in 1945, established two major forms of leader behavior namely: employee-centered and production-centered (Hersey & Blanchard, 1988).

This theory is linked to the study, in that leaders are likely to be task oriented or people oriented and this will determine his or leadership style. The study also believes a leader's behavior is what makes him different and determines whether he can influence his followers or not.

Situational and Contingency Theory

Contingency theory is an approach to leadership in which leadership effectiveness is determined by the interaction between the leader's personal characteristics and aspects of the situation. Contingency theories are based on the assumption that the relationship between leadership style and organizational outcomes is moderated by situational factors related to the environment, and therefore the outcomes cannot be predicted by leadership style, unless the situational variables are known (Cheng and Chan, 2002). Three models exist in this leadership approach: Fiedler's (1967) co-worker theory, House's (1971) path-goal theory, and Hersey and Blanchard (1969) situational leadership theory. From this approach and the three models, it is deduced that no leadership style is best in all situations.

Success depends upon a number of variables, including the leader's preferred style, the capabilities and behaviours of the followers, and aspects of the situation. Effective leadership requires adapting one's style of leadership to situational factors, and control is contingent on three factors namely the relationship between the leader and followers, the degree of the task structure and the leaders' authority, position or power.

Leadership contingency model theory was propounded by Fred Fiedler (Fisher, 1995) in which he proposed that effective employees' performance depended upon the proper match between a leaders' ability to lead and employees' competencies. To Fisher (1995), the success of a leader to elicit good performance from subordinates is contingent upon situational factors that include

the leaders' capabilities, preferred style and behaviour as well as competency of employees. This theory intimated that leaders should adopt that style which is best to the situation and immediately stimulate the employee performance. An effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better performance and make them expert for maintaining the quality. The introduction of clear standards of leadership promotes the core values and maturity on their role and responsibility. As the situation affects which functions the leader carries out, it would also affect the manner in which the functions are performed.

The study is situated in this theory because the study is in line with the principles of the theory. These include the belief that a leader's success depends upon his/her preferred style, the capabilities and behaviours of the followers, and aspects of the situation. Again, for a leader to be effective he/she must adapt to situational factors and control contingent factors such as: on three factors namely the relationship between the leader and followers, the degree of the task structure and the leaders' authority, position or power. The study is of the opinion that there is not one acceptable leadership style that must be applied everyday, everywhere because circumstances and situations demand different leadership approaches.

Concept of Leadership and Leadership Styles

Anyango (2015) opined that leadership lacks a single definition however, several authors and researchers have attempted various definitions. For instance, Talat et al (2015) assert that leadership is a wide spread process, which calls for authority, responsibility and delegation of powers. Leaders help to direct, guide

and persuade their followers (employees) towards achieving their personal and organizational goals and objectives. Thus, leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all.

According to Kumar (2014) leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led. Wammy and Swammy (as cited in Anyango, 2015) on their part see leadership as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals and therefore a leader is a person who delegates or influences others to act so as to carry out specified objectives.

Memon (2014), on the other hand, defined leadership as process by which an individual influences the thoughts, attitudes and behaviors of others by taking responsibility for setting direction for the firm, others to see and visualize what lies ahead and figure out how to archive it. Leslie et al (2013) observed that leadership is the ability to influence people to willingly follow one's guidance or adhere to one's decisions. On the other hand, who a leader is; one who obtains

followers and influence them in setting and achieving objectives. For Sundi (2013), Leadership is the ability to convince and mobilize others to work together as a team under his leadership to achieve a certain goal.

Basically, every leader has a different behavior in leading his followers. It is called leadership style. Memon (2014) defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organizations, departments, or groups (Mehmood & Arif, 2011) Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010).

Leadership style application is determined by leaders themselves. If leadership style applied is good and can give a good direction to subordinates, then it creates confidence and motivates employees, thus increasing employee morale which also effects better employee performance. Leaders must work together with subordinates or employees to achieve better performance. Sudi (2013) in his research stated that employee performance is seriously influenced by leadership style.

Types of Leadership Styles

Carter (2008) had observed that there were broadly three types of leadership styles and each has traits of significantly affecting employee performance. Leadership styles are identified with regards to their individual influence over their subordinates (Rollinson, 2005). The study selected the

democratic, autocratic and the laissez-faire leadership styles because, according to Carter (2008), they are the most practiced.

Autocratic Leadership Style

This is a leadership style where the leader gives orders and expect instant obedient without argument. The leader plans and makes policies in isolation from the group. He/she gives orders without explanation for the reasons or of future intentions. The autocratic leaders do not become part of employees at all but merely direct them (Carter, 2008). All decision-making power is in the bosom of the leader. The leader is unrealistic in his/her demands, uses excessive discipline and punishment; does not allow others to question decisions or authority; feels he/she is the abilities; critical of differing opinions and rarely gives recognition. He/she is easily offended, uses others for his/her benefit, actions oriented, highly competitive and useful in the short-term focus. Autocratic leader is the one that people have no part in his acquiring the leadership position and the vote and desires of people have no role in his behavior and leadership style (Mohammadi et al 2014).

Accordance to Khan, et al. (2015), autocratic leadership is where manager retains as much power and decision-making authorization as possible. Melling & Little (2004) stated that autocratic leaders are high-handed leaders and are the centre of every activity that goes on in the establishment and all authority emanates from them and ends with them (as cited in Akor, 2014). According to Iqbal, et al. (2015), autocratic leaders are characterized by an “I tell” philosophy;

autocratic leaders tell other people what to do and they give orders without explaining the reasons or future intentions.

Autocratic leadership represents all those leaders who makes decision without the consent of team members and is usually applied when quick decision is taken and team agreement is not important for acquisition of successful results (Boehm, et al., 2015). Little opportunity is given to staff and team members to make suggestions, even if it is in the best interest of the team or organization (Amanchukwu, et al., 2015). An autocratic leader mostly makes selection on the basis of their own judgments and ideas that rarely include follower's advice and these leaders have absolute control over the group (Zareen, et al., 2015).

Democratic Leadership Style

Theoretically, this is the best type of leadership style (Carter, 2008). The democratic leader makes no suggestions but asks for the groups' opinions. This is supported by Iqbal, et al. (2015) who stated that democratic leaders make no suggestions; however, they enquire the opinions of others. The group is left to make its own decisions democratically, which are then endorsed by the leader. Democratic leadership is known to be the most desirable type of leadership in management of political science and basic rights and may be used in two basic concepts: First, democratic leadership means people-elected or a leader who has acquired his authority from the majority of the society, in contrast to autocratic leadership that people play no role in acquiring his authority (Rahimi, 2011). Second, it refers to a leader whose style and behavior with people is democratic,

even though people play no role in acquiring his authority and achieving the leadership position.

Democratic system as one of the forms of government or as a school or ideology is based on three basic principles: The role of the majority of society in drafting the law, choice of rulers and legislators by people and liberalism or freedom or the choice of fate. The leader who acquires the leadership position according to the principles and rules of this system is called democratic leader, thus, he has achieved his authority and legitimacy from people (Montesico, 2003).

This leadership encourages innovation, team work, creativity and people are often being engaged in projects that lead to increased performance, job satisfaction and increased productivity (Verba, 2015). This leadership promotes all team members to participate to make final decision and develop entire process to reach their goals (Trivisonno & Barling, 2016). One of the major benefits of democratic leadership style is that the process facilitates in development of some additional leaders who can majorly serve the organization and have active involvement on the part of everyone in the team (Armstrong & Taylor, 2014). Democratic leaders encourage and invite team members to play a significant role in the final decision making process but the ultimate power relies in the hands of the leader and he/she guides the team on what to do, how to do, and employees communicate their suggestions, experience and recommendations (Skogstad, 2015).

Laissez-faire Leadership Style

It is defined as having no-leadership in place (Rollinson, 2005). Rollinson (2005) called this leadership style the ‘absence of leadership’. It could therefore be drawn upon this that the Laissez-faire leaders are hesitant in decision making, reluctant in taking actions, and are found absent where and where needed. Under this approach of leadership, the group members are delegated the authority for making decisions at their own (Mondy & Premeaux, 1995). This style of leadership abdicates responsibilities and avoids making decisions. It is effective where subordinates are experts in their areas of operation and/or are highly motivated specialists (Luthans, Avolio, Walumbwa, & Li, 2005)

In this style, the performance of workforce entirely relies on team member’s ability, skills and capabilities (Adler & Reid, 2008). Team members are free to take decision on their own way and leaders provide complete freedom to subordinates to work as per their own way and take major decisions (Coyle-Shapiro, 2013). Some renowned researchers have stated that Laissez-Faire style could lead to increased job satisfaction and better performance of employees, but could be damaging if team does not manage their time well or if they are not self-motivated to do their work efficiently (Martin, 2013). Laissez-Faire leadership style usually leads to increased chaos in the organization as every individual believes he or she is a leader (Monzani, 2015).

Concept of Employee Performance

Tandoh (2011) asserted that the performance of the employee is what leads to the survival and success of the organization. Jason et al. (2015) defined job performance as behaviour and the term results to describe the outcome from those behaviours. In sum, job performance is defined as the value of the set of employees behaviours that contribute, either positively or negatively, to reach the organizational goals (Jason et al., 2015). This is similar to an earlier definition by Pattanayak (2005) that the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals. Here, employee's performance is simply the result of patterns of action carried out to satisfy an objective according to some standards.

This means employee's performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals. The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) on their part defined performance as the attained outcomes of actions with skills of employees who perform in some situation. Ibrahim (2004) had earlier defined job performance as an important activity that provides both the goals and

methods to achieve the organizational goals and also provide the achievement level in term of output. El-Saghier (2002) considered it as an effort of an employee to achieve some specific goals.

Leadership Styles and Employees Job Performance

Leadership affects a lot of work behaviors, including employees' motivation, self-efficacy, creativity, and coping with stress. It also predicts crucial work-related outcomes such as task performance. Azhar (2004) indicated that democratic, autocratic and laissez-faire styles of leadership individually produce different job performances under different situations. Adeyemi (2010) found that teachers' job performance was better in schools having Heads using autocratic leadership style than in schools having Heads using democratic or Laissez-faire leadership styles.

A study by Nuhu (2010) reveals that authoritative leadership style demonstrated significant influence on workers' performance in Kampala District Council in Uganda. The study further revealed that though the workers' performance increased under authoritative instructors and policies, the human values are often undermined. Dolatabadi and Safas (2010) study established that directive (i.e. autocratic) leadership style had negative influence on employee's commitment to quality of offered services to customers.

A study by Obiwuru et al. (2011) found that transactional (autocratic) leadership style was more appropriate in inducing job performance in small scale business enterprises than transformational (i.e. democratic) leadership style as the enterprise developed, grew and matured. Nuhu (2010) reported that corporate

(democratic) leadership style also exerts significant influence on employees' performance in Kampala District Council in Uganda. Dolatabadi and Safas (2010) in their study established that participatory (i.e. democratic) leadership style has positive influence on commitment, shared values and employee role clarity.

Umer et al. (2012) reported in their study that both transactional and transformational leadership are positively associated with employees' job performance. However transactional (extreme autocratic style) leadership was more significant than transformational (democratic/ participatory style of leadership). Nuhu (2010) revealed empirically that laissez-faire leadership style significantly influences workers performance in Kampala District Council in Uganda.

The study looked at the various research works that relate to leadership styles and employee performance and the following were found: Widayanti & Putranto (2015) also worked on the topic - analysing the relationship between transformational leadership and transactional leadership style on employee performance in PT. TX Bandung in Indonesia. The sample size used by the researcher was 92. The objective of this research was to find the relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables.

Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Multiple regression analysis was used to find the relationship because it had more than one independent variable.

The results proved that transactional and transformational leadership had positive relationship and they affected employee performance either concurrently or partially.

Nasir, Nordin, Seman & Rahmat (2014) on their part worked on the relationship between leadership styles and organizational performance among Academic Leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. In all, 201 academic leaders were chosen as the sample size. Questionnaires were used for the data collection. The survey instruments from Kouzes and Posner Leadership Practices inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) were adapted. The findings concluded that leadership behaviours are interrelated and have high positive effect on organizational performance.

Leng, Xuan, Sin, Leng and Yan (2014) also worked on the topic - impact of leadership styles on employee commitment in retail industry in Malaysia. Sample size used by the researchers was 384. The researchers used questionnaires as instruments for data collection. The study concluded that there was a significant impact of leadership styles towards employee commitment. Sakiru, et al. (2013) had previously conducted a research on the topic - relationship between employee performance, leadership styles and emotional intelligence in an Organization in Malaysia. Sample size of 180 was used for the study. Data was collected using three instruments; Multifactor Leadership Questionnaire, ECP and parastatal performance evaluation process. Work performance was taken and

recorded using organization's performance evaluation process. ECP factors were used to measure emotional intelligence. Linear regression analysis was used for the data analysis. It was concluded that there was a substantial relationship between a worker's performance with emotional intelligent and leadership style.

Ojokuku, Odetayo and Sajuyigbe (2012) conducted a research on the effect of leadership style on organizational performance. The study used 60 respondents. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyse the data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. The study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Akram, Alam, Ali and Mughal (2012) conducted a research titled - How leadership behaviours affect organizational performance in Pakistan. A total of 1000 respondents were selected for the study. Two questionnaires were designed for managers and employees. Correlation and regression analysis were applied to analyse the relationship and the effect of leadership behaviours on performance.

The study concluded that leadership behaviours are interrelated and had high positive effect on employee performance.

Based on various studies conducted before, several variables have been adopted in this study to measure employee performance. Democratic leadership has been adopted as an independent variable (Iqbal, Haider & Anwar, 2015). Autocratic leadership was also adopted as an independent variable (Akor, 2014; Iqbal, Anwar & Haider, 2015). Laissez-faire leadership was also adopted as an independent variable (Wang & Huynh, 2013; Barbu, 2011). Employee performance has been adopted as the dependent variable (House, 1991; Haddad, 2011; Sean & Hong, 2014; Malik, 2014).

Lessons learnt

A lot of lessons have been learnt from the review of the related literature. Some of these lessons have been presented as follows: it is revealed that both democratic and autocratic have positive effect on employees' performance. However, the democratic leadership style is more significantly related to employee performance than the autocratic leadership style (Rasool, et al., 2015; Kehinde & Bajo, 2014; Tsigu & Rao, 2015). The evidence on the relationship between laissez-faire and employee performance is not that straight forward. For example, while some are reporting negative relationship (Aboushaqah, et al., 2015), others such as Gimuguni, et al (2014) have reported a positive relationship between the two variables. This suggests that the evidence on this leadership style is inconsistent.

It can be seen from the study that most of the research works focused on the effect of transactional and transformational leadership styles on employee performance. Most of the authors used the multifactor leadership questionnaire and correlation, linear and multiple regression analyses were used to analyse the data.

In addition, neither all industries nor countries are covered in the literature. Of those reviewed, the local government authorities are represented (Gimuguni, et al., 2014), hotel (Ipas, 2012), banking (Tsigu & Rao (2015) and Petroleum (Kehinde & Bajo, 2014). Again, most researchers have also worked on countries in East Africa (Tsigu & Rao, 2015; Ejere & Abasalim, 2013; Gimuguni, 2015; and Nuhu, 2010). There are also those from South Africa (Howard, et al., 2003). Research on employee performance and leadership style is very scanty in Ghana and West African Sub-Region.

Therefore, from the review of the literature it is evident leadership style can explain significant number of performance outcomes at individual and organizational level. But the evidence is not evenly distributed across economies at large or even within African economies. It is also evident that the research work in the health sector is lagging behind. It is these facts that have motivated this study in order to contribute empirically from the Ghanaian health industry.

Conceptual Framework

This section presents the conceptualization of the Fiedler leadership contingency model theory (Fisher, 1995). The study conceives that different leadership styles exist and they are applied at different situations for different

outcomes. It is believed that all the leadership styles as applied in the Ghana Health Service (GHS) elicit some level of performances from the officers. The conceptual framework of the study is presented in Figure 1. The Figure 1 depicts the relationship between leadership styles and employee performance. It is expected that when leaders show the right leadership in a circumstance or situation the employees or subordinates would also exert good performance.

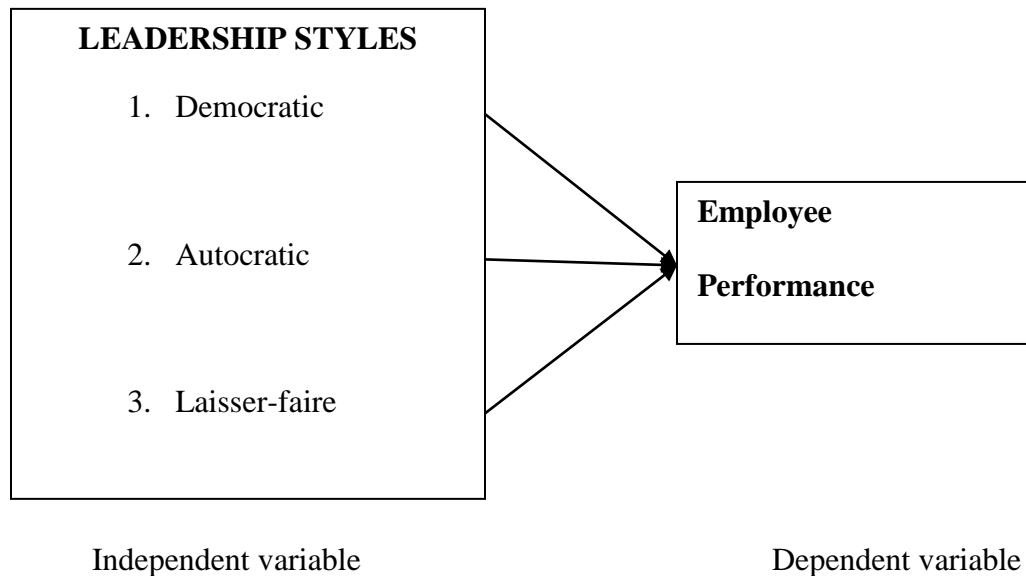


Figure 1: Conceptual framework of the effect of Leadership styles on employee performance

Source: Field work, Taylor-Ghampson (2019)

The Figure 1 which conceptualises the situational and contingency theory indicates that there is no best leadership style that can yield the best of results. Every situation demands the type of leadership style that must be adopted. The Figure shows that if all the leadership styles are applied well and appropriately it will yield the best of productivity.

Chapter Summary

The chapter attempted to define leadership style as the approaches adopted by leaders to elicit results from their subordinates. Leadership styles discussed include democratic, autocratic and laissez-faire. The chapter also looked at the theoretical framework of the effect of leadership style on employee performance. The theories discussed included traits and behavioral theory and situational and contingency theory which is the main theory of the study. The situational and contingency theory posits that situations determine its own leadership style that must be applied. Performance appraisal was also explained as the process of evaluating an employee's work output against what he or she is assigned to do. The study would also define employee performance as actions of employee to achieve organisational goals.

The literature revealed that a good appraisal system provides right feedback about the performance of an employee. It imparts not only on employees but also on supervisors and management. Most of the researchers believe that people are more likely to work to improve their performance and develop their skills if they feel empowered by the process. Performance appraisal also helps in career development and an opportunity for career counseling, succession planning, training needs as well as develops individual abilities. In addition, PA provides a performance history which may be useful in the full range of personnel decisions including compensation decision making. It was seen from that the PA process strongly affects the loyalty of employees hence their initiative in doing their work.

The literature reveals that all the leadership styles, namely: democratic, autocratic and laissez-faire positively affect employee performance. It is, however, seen that democratic and autocratic are more consistent, unlike laissez-faire which sometimes does not affect performance. The information provided by the chapter concentrates on all the four objectives of the study namely; the types of leadership styles applied by hospital administrators; and how the three types affect employee performance. The literature has, therefore, provided the framework and possible direction for the study, regarding what to expect eventually.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter looked at the methodology that guided data collection and analysis of the study. It looked at topics such as the study design, the target population of the study, sample size and sampling procedures, data collection instruments, pre-test of instruments, ethics, field work, data collection procedure and processing and framework for data processing and analysis.

Research Approach

The study used both qualitative and quantitative approaches. The qualitative method was employed because the first objective did not require a formula but needed an explanation of situations. The quantitative approach was also used because the assessment of effect of an independent variable on a dependent variable could be done through correlation and regression which is mathematical. Again, the choice of quantitative methodology can also be justified based on the fact that it is concise, it describes and examines relationships, and determines causality among variables, where possible, sample is usually representative of a large population, reliability and validity of the instruments are crucial, and also provides an accurate account of characteristics of particular individuals, situations, or groups (Sarantakos, 2005). Moreover, the use of quantitative methodology gave rise to the formulation of hypotheses in chapter one.

Study Design

The study adopted both survey and cross-sectional design. The cross-sectional design was adopted for the study because the information for the study was collected from a sample that was predetermined population. The information was also collected at one point in time (Sarantakos, 2005). According to Saunders, Lewis and Thornhill (2003), one advantage of using survey research is that it allows for the collection of a large amount of data from a sizeable population in a highly economical way. They maintained that survey research gives more control for the research process. They again report that the main purpose among other reasons for conducting survey is to have probability sampling (Saunders, et al., 2003).

Moreover, the suitability of using the survey strategy in this study is to help the researcher identify and explain statistically, the effect of leadership style on employee performance in the GHS.

Study Area

The Cape Coast Metropolitan Hospital is located on the Beula Road in the Cape Coast Metropolis in the Central Region. The Cape Coast Metropolitan Hospital was established in 1939 as a district hospital and later upgraded to regional hospital. However, when the new Regional hospital was constructed the Metropolitan hospital was reverted to the district hospital. The hospital serves about 106 communities.

The hospital's mission is to provide quality services through highly skilled, well-motivated and client-oriented staff to people in cape coast metropolis

and its environs. Also, the vision of the hospital is to be excellent through quality health service. The CCMH has the following technical and diagnostic units: Pharmacy, laboratory, mortuary, x-ray and ultrasound scanning unit. There are also administrative and support units which include General administration, accounts, biostatistics unit, stores and supplies, laundry, security, as well as catering unit. There are also maintenance unit, telephone exchange unit, environmental and transport units.

The hospital provides general medical services in the following areas: medicine, surgery, social welfare and obstetrics and Gynecology as well as dentistry. It also offers public health services which includes antenatal and post natal services, eye clinic, HIV counseling and testing, community psychiatric clinic, diabetic clinic and family planning. The hospital has five wards namely; pediatrics ward, male ward, female ward, obstetrics and gynecology ward as well as isolation ward. In addition to this, the hospital has Out Patient Department and emergency (casualty unit) which offers 24 hours services (CCMH, 2018). The hospital's departments provided the strata from which the respondents were chosen. The heads of these departments also assisted immensely as they offered very relevant information in building up the study. The study organization therefore offered the platform and the personnel for the study.

The Cape Coast Metropolitan Hospital was chosen for the study because it has many departments and hence more leaders with different responsibilities who may apply different leadership styles in their lines of duty. It also hosts many health professionals from different backgrounds who may also exhibit different

attitudes to work. The CCMH offers Out Patient services and a preferred health facility for most fisher folks partly due to proximity. Again, it is also a hospital attended by people from different educational and economic backgrounds unlike the University of Cape Coast Hospital and the Regional hospital which is mainly a referral facility. It is expected that because the hospital is attended by different category of people, the hospital management may have the right exposure to exhibit the leadership styles.

Study Population

The population of the study was the staff of Metropolitan Hospital, Cape Coast. The population constitutes the 'in charge' and subordinates of all the departments of the hospital. The estimated number of employees of the hospital is 120. This is made of 16 'in charge' and 104 subordinates (CCMH, 2019).

Sample Size and Sampling Procedure

The study made use of both probability and non-probability sampling methods to select the respondents. Specifically, the purposive sampling technique under the non-probability method was used to select 16 Top officers who were referred to as the 'in charge' for the study. The top officers were mainly the supervisors of the various departments. The purposive sampling method was used because they had special expertise which was relevant for the study and they were in position to give information and suggestions that were beneficial to the outcome of the study. However, a probability method of the lottery method under the simple random sampling method was employed to select the main respondents of the study.

According to Krejcie and Morgan (as cited in Sarantakos, 2005), a sample size for a population of 104 is 83.

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

S – Sample size

X^2 – The table value of chi square which is 3.841

P – Total population portion assumed to be 0.50

N – Population size

d – Degree of accuracy expressed as a proportion (0.05)

Therefore

$$\frac{3.841 \times 104 \times 0.50 (1 - 0.50)}{0.05^2(104-1) + 3.841 \times 0.50 (1 - 0.50)} = 83$$

The selection process is 95 percent confidence level and 0.5 error margin. The sample size of 83 will be distributed proportionately among the departments of the hospital.

Data Collection Instrument

The study made use of the Multi factor Leadership Questionnaire developed by Avolio and Bass (1995). The questionnaires were used to elicit information from both the key informants who were the leaders of the various departments of the hospital and their subordinates. The scale of Multi factor Leadership Questionnaire was modified to fit the context of the study. This scale

basically allowed respondents to determine the characteristics of their leaders which indicated the type of leadership style they were practicing. The employee performance was also assessed based on a scale developed by Yousef (2000). This scale also collected data on the performance of employees on how productive they are as related to the actions and inactions of leaders.

The questionnaires had five sections. Sections A, B, C, D and E. Section A was used to obtain background information of respondents. Section B was used to identify the leadership styles being adopted by the GHS leadership. The next section (C) was used to assess the effect of democratic leadership style on employee performance. The section D was used to investigate the effect of autocratic leadership style on employees' performance. The section E was used to evaluate the effect of laissez-faire leadership style on employee satisfaction.

Pre-test of Instrument

A pre-test of the data collection instruments was conducted at the Elmina Urban clinic. This was done in order to test the validity and reliability of the instruments. Elmina was chosen because the hospital staff as well as the environment share similar characteristics with Cape Coast. For instance, Elmina is a coastal community as Cape Coast and it is expected that the patients and staff would exhibit similar characteristics. The study adopted the Multifactor Leadership Questionnaire style developed by Field (2005).

Field, who developed the model tested for its validity and his model has been adopted by many researchers. The study, however, attempted to find out how reliable the scale was. The Cronbach's alpha was run to test the internal

consistency and the results proved of an alpha of 0.8 as indicated on the Table 2. From the Table 1, it can be seen that the least sub-scale was 0.728 while the highest was 0.954. It therefore gives an average alpha of 0.82 above the accepted 0.7. This means that the scale and for that matter the data was reliable for the study.

Table 1: Reliability of the Multifactor Questionnaires on Leadership and Performance

Scale	N	Alpha
Employee Performance	4	0.954
DEMOCRATIC LEADERSHIP STYLE		
Idealised influence	3	0.753
Inspirational motivation	3	0.728
Intellectual simulation	3	0.837
Individual consideration	3	0.749
AUTOCRATIC LEADERSHIP STYLE		
LAISSEZ-FAIRE LEADERSHIP STYLE	6	0.869

Source: Adapted from Fisher (2005)

The pre-test was an opportunity to test the statistical tool for the data analysis. During the pre-test, all categories of staff were selected. The information gathered during the pre-test was very useful in the actual fieldwork.

Data Presentation and Analysis

The data collected were edited, coded and organised in a form that made it easy for entry and analysis by the computer. The data from the main respondents were reorganised properly for quantitative analysis. The data thereafter were

grouped and described using tables, graphs as well as descriptive statistics, such as the means, standard deviations, frequencies and percentages. The research question was answered through descriptive method. The three hypotheses, which basically sought to establish the effect of leadership styles on employee performance were analysed with correlation and multiple regression.

Research model

The study, based on the theory, employed the model below for the correlation and the regression analysis.

$$Z = C + M (d, a, l)$$

$$Z = C + X_1 + X_2 + X_3 + \varepsilon$$

Where:

Z = Employee performance

C = Constant

X₁ = Democratic leadership style

X₂ = Autocratic leadership style

X₃ = Laissez-faire leadership style

ε = statistical error

It was expected per the model that employee performance (the dependent variables) would have a direct or positive relationship with leadership styles (the independent variables).

Ethical Considerations

Ethics in research happens to be the researcher's own responsibility to protect himself or herself by conducting the research safely and sensibly (Oliver, 1997). Ethical considerations during research activities are very important especially in research works that involve fieldwork. The reason is that in research

through fieldwork researchers intrude into respondents' private lives and discloses the information into the public domain. Ethics in research is concerned with moral deliberation, choice and accountability on the part of researchers throughout the research process (Edwards & Mauthner, 2002). Ethical standards in research require that researchers maintain objectivity; demonstrate responsibility, competence and propriety as well as protecting respondents (Sarantakos, 2005). Ethical considerations are however determined by the discipline, the phenomena under study and the context of the study.

It is important to note that in research respondents should be adequately informed about the nature of the study and should not be forced to take part in the study. This means that the respondents must give their consent to the interview (Sarantakos, 2005). When people give their consent and voluntarily participate in the study, it implies that they actually understand and are aware of the benefits of the study and the risk involved in participating in it. In an unpublished thesis, Yeboah (2010) indicated that in an interview, for instance, surprising issues may arise which might lead the process to unanticipated directions. Informed consent of the respondents must be observed throughout the interaction process, particularly in the face of unexpected happenings. Respondents must be notified that they can withdraw from the research at any time.

Respondents, when answering the questions, gave out information willingly. They were not forced or deceived to give information and they understood the benefits of the study. Respondents were told of their right to quit the interview whenever they wanted to and had the opportunity to decide whether

to answer a particular question or not. Apart from this, assistants strictly observed respondents' demeanors before handing over a questionnaire to him or her, since that was a clue as to whether the respondent was willing or unwilling to participate. Respondents were again assured of anonymity and confidentiality of their responses and this allayed their fears that the interview was meant for tax registrations. In all, the study adopted as much as possible ethical practices to ensure that the rights of respondents were adequately protected.

Field work

The field work started with some trips to the study area in February, 2019 for permission and to see how the area could be allocated to the various data collection assistants. Letters were sent to the hospital management for permission to carry out the study. The preparation towards the trip began with the training of field assistants. Three Master of Philosophy (M.Phil) students were recruited for the data collection. They were taken through the questions and some strategies for the collection of data were taught. The training took place at the University of Cape Coast campus on 20th March, 2019. Data collection was planned to take at least four days so assistants could finish 8 questionnaires in a day.

The actual data collection started on 22nd March, 2019 and the final questionnaire was collected on 18th April, 2019. The assistants were supervised strictly to reduce biases and to uphold objectivity and ethical practices. During the field work, respondents were given the questionnaires to answer and those who could not answer the questionnaires there were given at most two weeks to finish.

Challenges

Some challenges were met during the data collection. For instance, it took the management of the hospital about three weeks to grant the permission for the study. During the actual study, some respondents were unwilling to give some information. Others also gave inconsistent information which indicated they were being economical with the truth. It is believed that some respondents gave wrong information because they thought they were portraying their leaders in good light. Finally, few respondents kept the questionnaire as long as one month. This delayed the analysis of the data and eventual completion of the study.

Chapter Summary

The study which sought to investigate the effect of leadership style on employee performance was conducted at the Metropolitan Hospital in Cape Coast. The study adopted the survey and cross-section designs and selected 83 respondents who were mainly subordinates and 'in charge'. The multi factor questionnaires were used to elicit information from the respondents as a primary source of data collection. The multi factor scale elicited data from respondents on leadership styles. The Youseff scale on employee performance was also used to assess the productivity level of respondents. The instruments were tested at Elmina Urban Clinic to check reliability and validity. This enabled the researcher to make corrections and changes in the questionnaires. The data was analysed was analysed using descriptive statistics, correlation and regression.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter reports on the results and discussion of the study. It presents the results based on the characteristics of respondents; leadership styles being practiced in the hospital; effect of democratic leadership on employee performance; effect of autocratic leadership style on employee performance and effect of laissez-fair leadership style on employee performance.

Background Characteristics of Respondents

This section describes the background characteristics of the respondents. The background of respondents is analysed in terms of sex, age and educational achievements, and how long they have been in the hospital. The background characteristics are presented in Table 2.

Table 2: Background Characteristics of Respondents

Sex	Frequency (f)	Percentage (%)
Male	47	56.6
Female	36	43.4
Age		
18-30	33	39.7
31-40	36	43.4
41-50	12	14.5
51-60	2	2.4
Educational achievements		
Diploma	45	54
Degree	18	22
Certificate	11	13
Post Graduate	9	11
Years at the hospital		
0-5	30	36
6-10	44	53
11 Years and above	9	11

Source: Field work, 2019 Taylor-Ghampson (2019)

It is observed from the table that out of the total of 83 respondents, almost 57 per cent was male while 43 per cent was females. Again, 62 per cent of the top officials who were in charge of the various departments were male while 38 per cent were females. The data in Table 2 also presents the ages of respondents. It can be seen from the table that people within the age bracket of 31-40 had the highest number of respondents with almost 43 percent. This is followed by age bracket 18-30 with 40 per cent. It was also observed that 70 per cent of the top officials were between the ages of 41 and 50 while 30 per cent were between 51 and 60 years

The study again sought to find out the educational levels of the respondents. It is believed that when people are educated, they are in position to make decisions based on principles and well thought reasons. The Table 2 shows the educational achievements of respondents. From the figure, it is clear that most of the respondents had acquired some level of education. A total of 13 per cent had certificate in health-related courses; 54 per cent had diploma; 22 per cent had degree while 11 per cent had post graduate degrees. It can be concluded that most of the respondents were educated and so understood their answers and decisions on how leadership styles affect employee performance. It emerged from the study that 78 per cent of the top officials had degree and 28 of them had post graduate degrees.

Respondents were asked how long they had stayed in the hospital and the Figure 3 shows their responses. It can be observed from the Table 2 again that most of the respondents had worked for more than five years in the hospital. The long stay would enable them to assess their superiors well in terms of leadership styles used. A total of 53 per cent of respondents had worked in the hospital between six to ten years while 11 per cent had spent over 10 years in the hospital. Thirty-six per cent of the respondents had worked in the hospital in the last five years.

It was revealed that 78 per cent of the top officials had worked in the hospital between six and ten years. A total of 13 per cent had worked in the hospital for over 10 years and nine per cent had been in the hospital in the last five years. The study again sought to find out how long leaders had been in office

as supervisors of their present subordinates. It emerged that most of the in-charge had been in their present office between three to five years. It was revealed that 62 percent of officials had been supervising in the last five years while 38 percent had supervised beyond five years.

Test for Reliability, Validity and Multicollinearity

The study attempted to find out how reliable the scale used in the data collection was. The Cronbach's alpha was run to test the internal consistency and the results proved of an alpha of between 0.7 and 0.9 (Beech, 2007). This means that the scale and for that matter the data was reliable for the study. Additionally, the study used multiple independent variables and so there was the need to test for multicollinearity. This was conducted to make sure the independent variables, namely; democratic, autocratic and laissez-faire leadership style were not strongly correlated which may affect their impact on the dependent variable – employee performance. After the test of Variance Inflation Factors, all the VIF figures were between 1 and 10. This means that there was no multicollinearity among the leadership styles.

Leadership Styles practiced in Cape Coast Metropolitan Hospital

This section is used to find out the types of leadership styles being practiced in the hospital. Respondents were given questions to answer and those questions revealed the various leadership styles practiced. Respondents were required to indicate whether they strongly disagreed, agreed, neutral, disagreed or strongly disagreed to statement that depicted a particular leadership style. In the end, the respondents showed that three leadership styles were practiced in the

hospital. They included democratic, autocratic and laissez-fair leadership styles. The table 3 presents the mean scores as well as composite means of the various indicators of the leadership styles.

Table 3: Leadership styles practiced at CCMH

Variable	Indicator	Mean
Democratic Leadership Style	Idealized influence	4.23
	Inspirational motivation	4.08
	Intellectual Simulation	3.36
	Individual Consideration	4.34
Composite Mean		4.0025
Autocratic Leadership Style	My supervisor believes employees must be supervised always to make them work	3.94
	My supervisor believes employees must be rewarded or punished in order to make them work	3.76
	I feel insecure about my work and need direction	2.14
	My supervisor is the chief judge of the achievements of employees	2.68
Composite mean		3.3200
Laissez-faire Leadership Style	In complex situations my supervisor allows me to work my problems out on my own way	3.65
	Supervisor stays out of the way as I do my work	3.82
	My supervisor allows me to appraise my own work	2.26
	Supervisor gives me complete freedom to solve problems on my own	2.50
Composite mean		3.0483

Source: Field work, Taylor-Ghampson (2019)

It is observed from the Table 3 that the democratic leadership style adopted four elements, including; idealized influence, inspirational motivation, intellectual simulation and individual consideration. The idealized influence had a mean of 4.23. The inspirational motivation also had a mean of 4.08. The highest democratic indicator was the individual consideration. It had a mean of 4.34 while Intellectual Simulation acquired a mean of 3.40. It is realized that out of the expected mean of 20, the respondents gave an observed mean of 16.01 and a composite mean of 4. This implies that respondents largely agreed to the practice of democratic leadership style among their leaders.

The study, again, attempted to find out if autocratic leadership style was also practiced in the hospital. With six components, respondents indicated that autocratic leadership style is practiced in the hospital. From the Table 3, it can be seen that autocratic leadership style had an observed mean of 19.92 out of an expected mean of 30 and a composite mean of 3.32. The indicator with the highest mean was ‘my supervisor believes employees need to be supervised closely they are not likely to do their work’ with 3.94 while the weakest component was ‘I feel insecure about my work and need direction’ with 2.14. This is an indication that autocratic leadership was practiced in the hospital.

Respondents were again requested to answer questions that would depict the practice of laissez-faire leadership style in their hospital. Six statements were presented and the results can again be seen on Table 3. It can be observed from the Table 3 that out of an expected mean of 30, the observed mean was 18.29 and a composite mean of 3.05.

The results presented prove that respondents believed their leaders practiced democratic, autocratic and laissez-fair leadership styles. It can be seen that the highest practiced leadership style was democratic leadership style with a composite mean of 4.0025 and the least practiced leadership style was laissez-faire with a mean of 3.048. This shows that even though, laissez-faire leadership style was practiced it was the least practiced. The results were confirmed by the top leaders who indicated that they practiced democratic, autocratic and laissez-faire at different times depending on the situation at hand and the time needed for a particular work to be done. The finding is also in line with the view of Carter (2008) that democratic, autocratic and laissez-faire leadership styles are the most practiced in institutions. Carter also indicated that these leadership styles are the ones that elicit employee performance.

Performance of Employees of Cape Coast Metropolitan Hospital (CCMH)

The study assessed the performance of the respondents involved in the study. Employee performance was measured using five questions. Respondents were asked to indicate whether they considered their performance to be very low, low, average, high or very high in a five-point Likert scale.

Respondents highly rated their productivity on the job at mean (4.06). This was followed by evaluating their productivity (3.90). Evaluating their peers at their jobs compared with themselves doing the same job had a mean of (3.10) and evaluating themselves as compared to their peers had a mean of 3.70. The composite mean of employee performance was 3.69 which means that respondents highly rated the predictors. It is again realized that none of the

variables were highly correlated because all the Variance Inflation Factors (VIF) were between one and 10 and so there is no report of multicollinearity.

Regression analyses of the effect of Leadership styles on employee performance

The study sought to assess the effect of democratic leadership styles on the performance of Cape Coast Metropolitan Hospital employees. It attempted to answer the null hypothesis ‘The Tables 4, 5 and 6 present the regression results of the effect of the three leadership styles on employee performance.

Table 4: Model Summary of the Regression – democratic, Autocratic and Laissez-faire leadership style and job performance

Mode	R	R Square	Adjusted R Square	Standard Error
1	0.632	0.400	0.377	0.61146

Predictor: Constant, Democratic Leadership Style

Source: Field Work, Taylor-Ghampson (2019)

It can be observed from the Table 4 that there is a positive correlation of 0.632 between the dependent variable – job performance – and the independent variable – leadership styles. It is also seen that the R square is 0.400 which indicates that 40 per cent of the dependent variable is predicted by the independent variables. The Table 5 shows the Analysis of Variance (ANOVA) of the regression.

Table 5: ANOVA – Democratic, Autocratic and Laissez-faire leadership styles and job performance

Model	Sum of squares	Df	Mean square	F	Sig
Regression	19.692	3	6.564	417.556	0.000
Residual	29.537	79	0.374		
Total	49.229	82			

Source: Field Work, Taylor-Ghampson (2019)

In an attempt to assess how the regression fits the data, the Analysis Of Variance (ANOVA) was conducted. This can also be found in Table 5. The Table 5 proves that the regression model significantly fits the model well because the F statistics of 417.556 on the regression role is significant at 0.000 ($p < 0.05$). The regression coefficients are presented in Table 6.

Table 6: Regression Coefficients – Democratic, Autocratic and Laissez-faire leadership style

Model	Unstandardized coefficients		Standardized coefficients		Sig
	B	Std. Error	Beta	t	
Constant	4.113	0.608		6.760	0.000
Democratic Leadership style	0.411	0.067	0.542	6.145	0.000
Autocratic Leadership style	0.342	0.122	0.247	2.808	0.006
Laissez-faire Leadership style	0.113	0.061	0.166	1.867	0.040

Dependable: Employee performance

Source: Field Work, Taylor-Ghampson (2019)

The Table 6 shows the values of regression coefficients acquired by each leadership style. The values have been used to formulate the regression model or equation.

Effect of Democratic Leadership on Employee Performance

This section presents the effect of democratic leadership style on employee performance. It answers the null hypothesis: 'Democratic leadership style has no effect on employee performance'. To deal with this, a correlation analysis from Table 4 shows a positive correlation with a Pearson's correlation of 0.632 at 0.000 (<0.05) indicating there is a statistically significant relationship between democratic leadership style and job performance. This is in line with the view of Nuhu (2010) who maintained that democratic leadership style exerts significant influence on employees' performance.

A regression analysis also shows effect of democratic leadership style on job performance. Results from the Table 6 shows that democratic leadership style beta coefficient value is 0.542 which is statistically significant at 0.000 ($p < 0.05$) with 't' statistics of 6.145. This gives enough grounds to reject the null hypothesis and uphold the alternate hypothesis that 'Democratic leadership style significantly affects employee performance'. This confirms the finding by Ojokuku, et al. (2012) that democratic leadership style positively affects employee performance. The positive effect of democratic leadership style was also confirmed by the management who indicated that this type of leadership style helps in decision making and it enables their subordinates to work without fears.

Effect of Autocratic Leadership style on Employee Performance

This section presents the effect of authoritative leadership style on employee performance. It answers the null hypothesis: 'Autocratic leadership does not significantly affect employee performance'. It has been established from the Table 4 that autocratic leadership style with the democratic and laissez-faire styles has a relationship with employee performance. This is an indication that there is a statistically significant relationship between autocratic leadership and employee performance. It supports Nuhu's (2010) assertion that autocratic leadership style demonstrated significant influence on workers' performance.

Results from the Table 6 shows that the autocratic leadership style regression coefficient value of 0.247 is significant at 0.006 ($p < 0.05$) with the 't' value of 2.808. This again, is an evidence to prove that autocratic leadership style positively affects employee performance. The results, again give enough grounds to reject the null hypothesis and accept the alternate hypothesis which states that 'Autocratic leadership style significantly affects employee performance'. This was exactly the views of the managers and was a confirmation of what Adeyemi (2010) found, indicating that teachers' job performance was better in schools whose Heads used autocratic leadership style than in schools having Heads who used democratic or Laissez-faire leadership styles.

Effect of Laissez-faire Leadership style on Employee Job Performance

This section of the study attempted to find out the extent to which laissez-faire leadership style affects job performance among hospital staff. It answered the null hypothesis: 'Laissez-faire leadership does not significantly affect

employee performance'. The positive relationship between autocratic leadership style has already been established in Table 4.

The regression coefficients in Table 6 show that laissez-fair leadership-style has a value of 0.166 and is significant at 0.040 ($p < 0.05$). This presupposes that the independent variable – laissez-fair leadership style - can safely be used to make predictions in the dependent variable – job performance. What was found was in line with what the managers said that laissez-faire style also has some amount of effect on employee performance. This also confirms the findings by Martin (2013) that laissez-faire leadership style increases employee performance. it however contradicts the views of Monzani (2015) that Laissez-Faire leadership style usually leads to increased chaos in the organization as every individual believes he or she is a leader and therefore reduces productivity.

Regression Equation

The model equation for the study which was given as $Z = C + X_1 + X_2 + X_3 + \varepsilon$ based on the regression coefficient can be written as:

$$Z = 4.113 + 0.542X_1 + 0.247X_2 + 0.166X_3$$

Z – Employee Performance X_1 – Democratic Leadership style

X_2 – Autocratic Leadership style X_3 – Laissez-faire Leadership style

The results indicate that all the leadership styles in question are positively related and positively affect employee performance. The study, therefore, fits into the Fiedler leadership contingency theory which implies that different leadership styles exist and they are applied at different situations for different outcomes. It is seen from the results that all the different leadership styles namely; democratic, authoritative and laissez-faire leadership styles were used by leaders in the

hospital. The leaders used the approaches at different situations and they yielded different results. For instance, in spite of the fact that all the leadership approaches were used democratic leadership style exerted a higher influence on performance with almost 54 per cent while authoritative and laissez-faire exerted lesser influence with 24.7 per cent and 16.6 per cent respectively.

This confirms the views by Nasir, et al. (2014) that leadership behaviours are interrelated and have positive effect on organizational performance. This is also in line with the conceptual framework which stipulates that leadership styles have direct relationship and positive effect on employee performance. \

Chapter Summary

The study sought to assess the effect of leadership styles on employee performance at the Cape Coast Metropolitan Hospital. The chapter presents the results obtain from the data collected from respondents. The first research question was meant to find out the leadership styles adopted by the hospital management. This was done using descriptive statistics. It was revealed that the management of the hospital adopted the democratic, autocratic and laissez-faire leadership styles.

The three hypotheses basically sought to find out the effect of democratic, autocratic and laissez-faire leadership styles on employee performance. The analysis was done using multiple regression. The results from the analyses presented enough ground to reject the null hypotheses thereby accepting the alternative hypotheses that all the leadership styles statistically affect employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the study; conclusions obtained from the study and recommendations as emanated on the findings of the study. The summary, basically, is made up of the study overview and the key findings as obtained from the study. This is followed by the recommendations which are based on the major findings of the study. The chapter, again, presents area for further studies.

Summary of the Study

The summary section looks at the overview of the entire study and the key findings from the study. This study attempted to find out the effect of leadership styles on employee performance at the Cape Coast Metropolitan. The study aimed at assessing how three leadership styles namely; democratic, authoritative and laissez-faire leadership styles affect the performance of the employees of the hospital. The study in the first place wanted to find out the type of leadership styles being applied by leadership at the hospital and then considered how each of the leadership approaches individually affected employee performance.

The research employed both qualitative and quantitative as well as the cross-section designs. The lottery method under the simple random sampling as well as the purposive sampling under non-probability technique was the sampling method used. Questionnaires were used to obtain information from the 83 respondents who were selected for the study. The statistical product and service

solutions tool and the Microsoft excel tools were used for data analysis. Frequencies, percentages, mean and standard deviations as well as bar charts and pie charts were used in the data presentation. Again, correlation and regression analysis were made since the study was mostly quantitative.

Key Findings

The first objective of the study was to investigate the types of leadership styles being applied in the Cape Coast Metropolitan Hospital and it was found that authorities of the hospital applied more than one leadership style; they applied the democratic, authoritative and laissez-faire leadership styles and each style was used based on the prevailing conditions or situations.

The second objective of the study was to evaluate the effect of democratic leadership style on employee performance. The findings obtained are as follows: It was the style highly used by the authorities at the hospital; the leadership style was seen to have a very high correlation with employee performance. It was also found that the democratic leadership style hugely affected the performance of the hospital staff.

The third objective of the study was to investigate the effect of autocratic leadership style on employee performance. The findings were that: Autocratic leadership style was the next most applied leadership style used after democratic leadership style; autocratic leadership style relates positively with staff performance. Autocratic leadership affects the performance of the staff of the Cape Coast Metropolitan Hospital.

The fourth and final objective was meant to evaluate the effect of laissez-faire leadership style on the performance of hospital staff in the CCMH. It was found that: Laissez-faire was the least used leadership style at the Cape Coast Metropolitan Hospital. The leadership style strongly relates with employee performance and that laissez-faire leadership style positively affects employee performance.

Conclusion

It can be concluded from the findings obtained above that leadership style affects employee performance. This therefore justifies an empirical work in the leadership style at the CCMH and how it largely affects the job performance of employees. The study revealed that the leadership styles applied at CCMH were effective and impacted positively on employee performance. It can be concluded, therefore, that leadership style at CCMH positively affects employee job performance. The study was based on four objectives and they were dealt with exhaustively. The first objective was to assess the leadership styles applied by the authorities in the CCMH. It emerged that the leadership styles used by the hospital managers included democratic style, autocratic style and laissez-faire leadership style.

The second objective was to evaluate the effect of democratic leadership style on employee job performance. It emerged that employees were impressed with how their superiors assisted them to improve themselves in their careers. They were also impressed with the faith they developed in their authorities, all because of the cordial relationship between them. It was found out that

democratic style was the most used leadership style in the hospital. The results also proved that the democratic leadership style impacted positively on employee performance.

The third objective was aimed at assessing the effect of the autocratic leadership style. It was revealed that there was a positive correlation between the autocratic leadership style and employee performance. It also emerged that the autocratic leadership style positively affects employee performance. It was seen that even though the style positively affected the performance of employees, its effect was less compared to the democratic style. The final objective was an attempt to assess the effect of laissez-faire leadership style. It came up that the laissez-faire was the least used in the hospital. The leadership approach had positive effect on employee performance. Even though it was seen as influencing performance by employees, its effect was very low.

The study achieved its aim of finding out the effect of leadership style affects employee performance. It was clear that performance level among employees was high; democratic, autocratic and laissez-faire leadership styles were applied in the hospital and each style impacted positively on employee job performance.

Recommendations

The section presents the recommendations made based on the findings from the study. The study makes the following recommendations: Managers at the CCMH should apply the various leadership styles since they all have effect on employee performance; the managers must apply the various leadership styles at

different situations in order to ensure their successful effect. However, authorities at the hospital must largely adopt democratic leadership style because its effect on employee performance is very high. Again, managers must assist their subordinates to develop themselves in their chosen careers.

Recommendation for Further Studies

The study assessed the effect of the various leadership styles applied at the CCMH on employee performance. The study used mostly quantitative method to assess the effect of the approaches on employee performance. It is therefore suggested that qualitative method be used to assess the effect of the leadership approaches on employee performance.

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i. Autocratic leadership style.
 iii. Democratic leadership style.

ii. Laissez fair leadership style.

No.	Type of leadership style	Never	Not often	Some times	Often	Always
1.	I allow my subordinates to express their opinions on issues					
2.	I help others develop themselves					
3.	Workers are naturally lazy and I make sure they work at all cost					
4.	I order and clarify procedures to my subordinates					
5.	I allow my workers to work out problems on their own					
6.	I feel it is best to leave subordinates alone					

SECTION C: EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE

7. How does the type of leadership style in your organization affect employee performance?

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SECTION C: DEMOCRATIC LEADERSHIP STYLE AT CCMH

The sets of statements aimed at helping you assess your feelings or perceptions of the leadership style of your immediate supervisor. You are requested to rating yourself against each statement to indicate you level of agreement with what the statement is suggesting, where the following ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Please place a tick (√)

No.	IDEALISED INFLUENCE	SD	D	N	A	SA
1	My supervisor makes others feel good to be around him / her					
2	I have complete faith in my supervisor					
3	I am proud to be associated with my supervisor					
	INSPIRATIONAL MOTIVATION	SD	D	N	A	SA
4	My supervisor expresses in a few simple words what we could and should do					
5	My supervisor provides appealing images about what we can do					
6	My supervisor helps me find meaning in my work					
	INTELLECTUAL SIMULATION	SD	D	N	A	SA
7	My supervisor enables others to think about old problems in new ways					
8	My supervisor provides others with new ways of looking at puzzling things					
9	My supervisor gets others to rethink ideas that they had never questioned Before					
	INDIVIDUAL CONSIDERATION	SD	D	N	A	SA

10	My supervisor helps others develop themselves					
11	My supervisor lets others know how he /she thinks we are doing					
12	My supervisor gives personal attention to others who seem rejected					

SECTION D: AUTHOCRATIC LEADERSHIP STYLE

13	My supervisor believes employees need to be supervised closely they are not likely to do their work.					
14	As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.					
15	I feel insecure about my work and need direction.					
16	My supervisor is the chief judge of the achievements of employees					
17	My supervisor gives orders and clarifies procedures					
18	My supervisor believes that most employees in the general population are lazy.					

SECTION E: LAISSEZ FAIRE LEADERSHIP STYLE

19	In complex situations my supervisor allows me to work my problems out on my own way					
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20	My supervisor stays out of the way as I do my work					
21	As a rule, my supervisor allows me to appraise my own work.					
22	My supervisor gives me complete freedom to solve problems on my own.					
23	In most situations I prefer little input from my supervisor					
24	In general my supervisor feels it's best to leave subordinates alone.					

EMPLOYEE PERFORMANCE

The set of statements aimed at helping you assess your performance at your job in the company.

You are requested to rate yourself against each statement to indicate your self assessment of your

own performance, where the following ratings are:

1 = Very Low 2 = Low 3 = Average 4 = High 5 = Very High

Please place a tick (√)the box (cell) that represents your appropriate level of performance rating.

	Quality of your performance and productivity	Very Low	Low	Average	High	Very High
	How do you rate quality of your performance?					
	How do you rate your productivity on the job					
	Individual's quality of performance and productivity compared with other's doing similar jobs.	Very Low	Low	Average	High	Very High
	How do you evaluate the performance of your peers at their jobs compared with yourself doing the same kind of work?					
	How do you evaluate the performance of yourself at your job compared with your peers doing the same kind of work?					