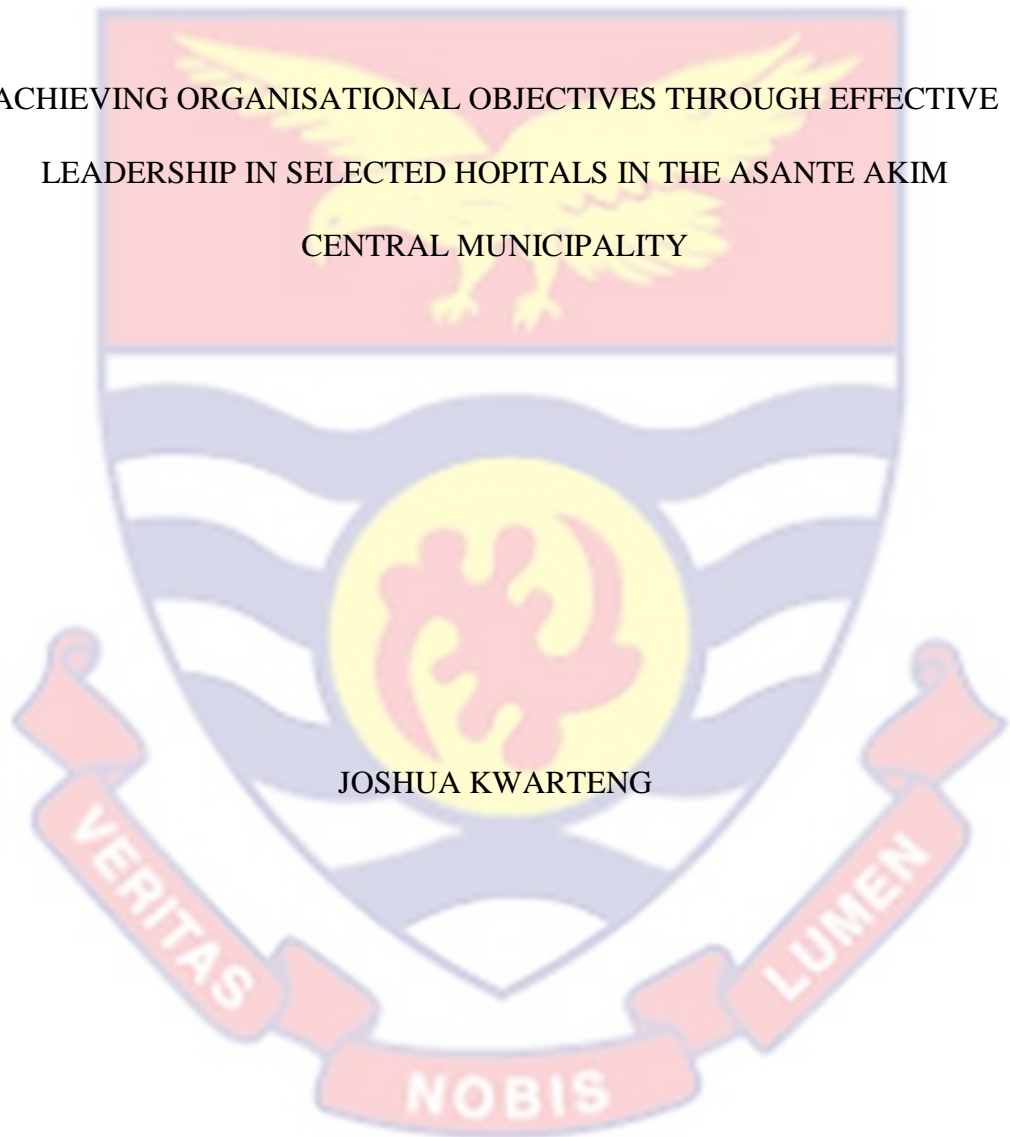


UNIVERSITY OF CAPE COAST

ACHIEVING ORGANISATIONAL OBJECTIVES THROUGH EFFECTIVE
LEADERSHIP IN SELECTED HOPITALS IN THE ASANTE AKIM
CENTRAL MUNICIPALITY



JOSHUA KWARTENG

2022

UNIVERSITY OF CAPE COAST

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CENTRAL MUNICIPALITY

BY

JOSHUA KWARTENG

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

MAY 2022

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:

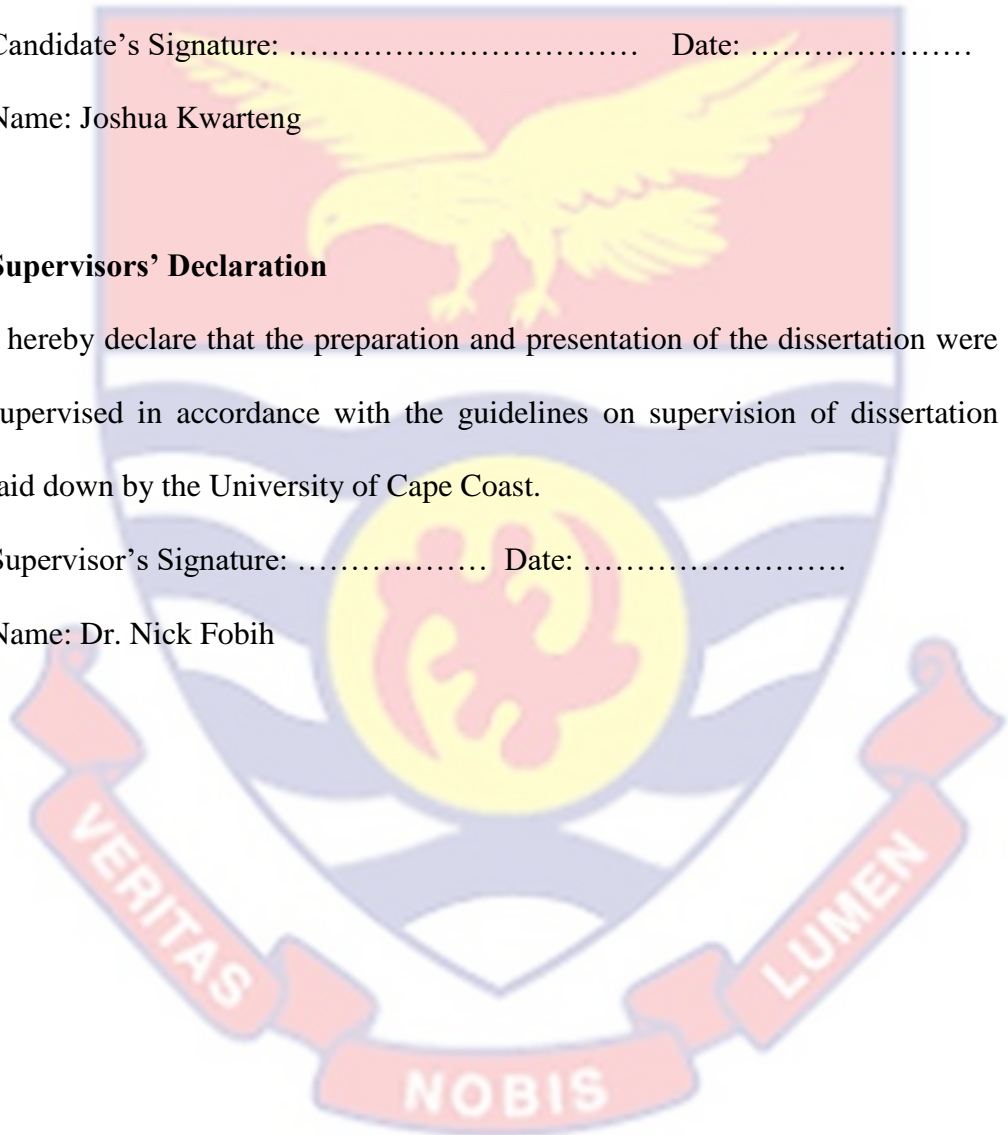
Name: Joshua Kwarteng

Supervisors' Declaration

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

Supervisor's Signature: Date:

Name: Dr. Nick Fobih



ABSTRACT

The study examined the effects of effective leadership in achieving organisational objectives in some selected hospitals in the Asante Akim Central Municipality. Specifically, the study examines the effects of leadership behaviour of the Asante Akim Central Municipality hospitals' in achieving their organisational objectives; examine the effects of leadership trait of the Asante Akim Central Municipality hospitals in achieving their organisational objectives and examine the effects of leadership style of the Asante Akim Central Municipality hospitals in achieving their objectives. The study was guided by explanatory research design, quantitative in nature with a questionnaire as its main data gathering instrument. Data gathered was analyzed using Statistical Package for Social Scientists (SPSS) version 20. Primary data were collected from 100 staff of hospitals in the Asante Akim Central Municipality. The major finding of the study was that effective leadership has greater importance in achieving organisational goals in hospitals. Therefore, it was recommended that Directors of Asante Akim Central Municipality hospitals should train and educate the management of the hospitals on the best leadership behaviour to practice. In addition, the Directors of the Asante Akim Central Municipality hospitals are entreated to formulate and implement policies on leadership traits as an important conduit to help their staff toward achieving their objectives. Finally, the Directors of the Asante Akim Central Municipality hospitals are required to pay attention to the influence leadership style have on organisational objectives. Although, there is a direct connection between leadership style and organisational objectives, the management of the hospitals should adopt the best leadership style such as democratic leadership and laissez faire leadership styles to enable them achieve their objectives that enable them to achieve their objectives

KEY WORDS

Leadership

Municipality

Objectives



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I am also thankful to the Staff of Asante Akim Central Municipality hospitals for contributing immensely to the success of this work.



DEDICATION

To my wife and children



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CHAPTER ONE

INTRODUCTION

Today's business environment is being facilitated by growing global competition and rapid changes leading into increasing standards of reliability, performance and quality. Success in such a competitive business environment requires organisations to adopt effective leadership style in order to achieve their organisational objectives. Increasing competitiveness in the business environment demands that organisations should focus on their leaders' behaviours in achieving their corporate objectives. Wellin (2013), argued that in achieving firms' objectives, factors such as direction, human relations and engagement with employees should be the central principles of their leadership.

How much individual displays authority qualities depends on his attributes and individual capacities, but additionally on the attributes of the circumstance and the climate in which he or she gets himself or herself (Messick & Krammer, 2004). Thus, a person will uphold an association high on basis of perceived organizational support. As indicated by Rachin (2001), leadership is straightforwardly linked with the training to which individuals are committed. Shockley-Zalaback (2006), stressed that effective leadership takes place through communication and that leaders communicate about changes needed and propose new policies to be implemented to achieve their objectives.

Zhang, Liu and Liao (2011), opined that for organisations to achieve their objectives, trust, vision and employees feeling that there is a superior that can help employees accomplish that feat. Prati, Douglas, Ferris, Ammeter and

Buckley (2003) and (Dabke, 2016) posit that the adequacy of administration is a basis that is communicated through the assessments identified with leaders.

Background to the Study

Along with organisations becoming more aware of the need not only to survive in the competitive environment, but also to sustain its existence by improving performance through achieving their objectives, there is also the need for them to examine how effective leadership can help in achieving such objectives (Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens 2003; Nongo, 2009; Ullah, Ullah, Durrani, 2011; Arslan & Staub 2013; Karamat, 2013). Some scholars (Cabeza-Erikson, Edwards & Van Brabant, 2008) in the leadership domain have presented that effective leadership has been regarded as a significant channel for helping organizations to achieve their established goals.

Numerous institutions have been unsuccessful because of the incapable administration style of the superiors of such companies, workers not efficient uncooperative demeanour of workers among others. The leadership concept has been described as a process of empowering individual to comprehend and work towards their organizational goals (Yukl, 2013). Chemers (2000), also perceived the leadership concept as the social impact that an individuals are likely get in the realization of their organizational goals.

The author further claimed that the viability of a head is a component of some authoritative conditions, some relational practices. The author further explained that workers can be enlivened by the waiver conduct of superiors in a company and can offer importance to these activities to accomplish their objectives (Chemers, 2000). While Kouzes and Posner (1995), generally

conceive leadership as a way of enhancing workers to achieve their company goals, theorists such as Koech & Namusonge (2012), holds that that leadership is of importance with regards to the company if the outcomes acquired are not harmonious with the normal goals.

Also, the importance of effective leadership to organisations includes workers reciprocating their leaders' behaviours towards the company's objectives (Ehrhart, 2004), serves as a vital conduit in solving problem faced in the company through understanding what is happening (Page & Vella-Broderick, 2013). It has been discussed that leaders are imperative as well as reliable leaders for their employees to learn from (Brown, Trevino & Harrison, 2005). Effective leadership is essential in managing individuals towards the achievement of the organisation's objectives. Some studies (Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens, 2003; Muijs, 2011) have suggested that role of effective leadership is vital for achieving objectives of organisations.

Some empirical investigations (MacKenzie 2000; Jung & Sosik, 2002; Walumbwa, 2002; Avolio 2003) stated that good leadership is constructively linked to corporate objectives. Furnham (2002) and Karamat (2013) have affirmed that the leadership construct determine whether or not a company can realize its goals. According to Masmuh (2010), organisation without leadership makes goal achievement difficult and ineffective because leadership is one of important factors within organisation that give influential meaning towards achieving organisational objectives (Chairunnisah, 2012).

The social exchange theory posits that people take keen interest in activities if they believe such activities will lead to mutual gains (Blau, 1964).

It has been argued (Chan & Mak, 2014), that in the workplace relationship, workers look for benefits related with leaders' actions in order to respond favourably. Thus, workers are more motivated and tend to be satisfied with their job when the behaviours of their leaders are conducive to building a mutually beneficial and trusting association. Building on the social exchange theory (Blau, 1964), leaders' adequacy guarantees that organisational goals are done as per their established corporate vision and mission (Cooper & Nirenberg, 2004). The scholars further explained that the feeling of fulfilment in correspondence among workers and directors is essential in accomplishing their drafted goals.

Effective leadership is considered as a vital component that enables organizations to achieve organizational goals (Hein & Rigel, 2012). Other studies (Ullah, Ullah, Durrani, 2011; Arslan & Staub 2013; Karamat, 2013) documented the nexus regarding effective leadership and an organisational objective is significant. Arguably, companies that practice effective leadership extend support to their staff which, in turn, improves their chances of attaining their organisational objectives (Bande, Varela-Neira, and Otero-Neira, 2016; Lemoine, Hartnell & Leroy, 2019). In contrast, bad leadership practiced by companies could make employees dissatisfied with their job which could also affect their chances of achieving their organisational objectives. Therefore, further research is needed on operational leadership on achieving organisational goals in some selected hospitals in the Asante Akim Central Municipality in this regard.

Problem Statement

Managing individuals in organisations is regarded a vital element in every organisation. Hence, leaders ought to understand that people are the fundamental segments in organisation and that, they ought to be perceived as being inseparable from the organisation. Effective leadership is essential in managing individuals towards the achievement of organisation's objectives. Some studies (Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens, 2003; Muijs, 2011) suggested that the role of effective leadership is vital for achieving objectives of organisations.

The social exchange theory posits that people take keen interest in activities if they believe such activities will lead to mutual gains (Blau, 1964). It has been argued (Chan & Mak, 2014), that in the workplace relationship, workers look for benefits related with leaders' actions in order to respond favourably. Thus, workers are more motivated and tend to be satisfied with their job when the behaviours of their leaders are conducive to building a mutually beneficial and trusting association (Blau, 1964).

Even though, some researchers have examined the link between effective leadership and organisational objectives (Finkelstein & Hambrick, 1996; Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens 2003), their results were rather inconclusive. For instance, Martorana and Owens (2003), advocated that effective leadership is important for organisations to achieve their objectives and found a positive relationship between the two constructs. On the contrary, Meindl, Ehrlich and Dukerich (1985), argued that the role of leadership is not so important in achieving organisational objectives. Hence, addressing these inconclusive results requires a complete

understanding of the ways through which effective leadership could lead to organisational objectives.

Furthermore, Wang Tsuil, and Xin (2011) argued that much of prior research has focused on the role of leadership in achieving organisational objectives in the education institutions (Youngs & King 2002; Weinberg & McDemott, 2002) with no understanding about the role of effective leadership in achieving organisational objectives in the health sector context. Principally, hospitals are getting more importance in recent years to meet their objectives.

According to Karamat (2013), while there may be various investigations (Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens 2003; Nongo, 2009; Ullah, Ullah, Durrani, 2011; Arslan & Staub 2013) on effective leadership on achieving organisational objectives in advanced economies relative to emerging economies, the significance of effective leadership is more prominent in emerging economies like Ghana specifically on hospitals in the Asante Akim Central Municipality. Accordingly, the advancement of effective leadership in Ghana specifically, the hospitals have become vital and subject of interest for researchers (Finkelstein & Hambrick, 1996; Boal & Hooijberg 2000). It is for these reasons that the researcher intends to explore the linkage between effective leadership and organisational objectives.

Purpose of the Study

The purpose of the study is to assess the effects of effective leadership in achieving organisational objectives in some selected hospitals in the Asante Akim Central Municipality.

Research Objectives

The study was guided by the following objectives. These are to:

1. examine the effects of leadership behaviour of the Asante Akim Central Municipality hospitals' in achieving their organisational objectives.
2. examine the effects of leadership trait of the Asante Akim Central Municipality hospitals in achieving their organisational objectives.
3. examine the effects of leadership style of the Asante Akim Central Municipality hospitals in achieving their objectives.

Research Questions

1. What are the leadership behaviours of the Asante Akim Central Municipality hospitals' in achieving their organisational objectives?
2. What are the leadership traits of the Asante Akim Central Municipality hospitals in achieving their organisational objectives?
3. What are the leadership styles of the Asante Akim Central Municipality hospitals in achieving their objectives?

Hypotheses

The following three hypotheses were generated based on the study objectives:

H₁: There is a significant positive relationship between leadership behaviour and organisational objectives.

H₂: There is a significant positive relationship between leadership trait and organisational objectives.

H₃: Leadership style is positively associated to organisational objectives.

Significance of the Study

The study results contributed to the understanding of prevailing knowledge on the link between effective leadership and organisational objectives that can be referred to in further investigations. Also, the finding of this study would support hospitals in seeking the efficient ways to enable them to achieve their objectives through effective leadership. Furthermore, the finding of this study would support hospitals to set and implement leadership policies, which among other things, will be more dedicated on helping employees achieve their organizational goals. Finally, the study findings will help health facilities to adopt the best leadership style that will enable them to achieve their objectives.

Delimitation

The accessible population for this study was made up the staff of some selected hospitals in the Asante Akim Central Municipality.

Limitation

The results of this study should be taken with some considerations in the light of the subsequent limitations. Questionnaires were used as a means of data due to the study's quantitative nature. In this sense, due to the work nature of the staff, some of the respondents felt they were busy and reluctant in responding to the instrument. Further, some respondents stated that the questions were bulky to fill. Possibly, respondents would have found it easier if some items were reduced in number.

Organisation of the Study

The study was organised into five main chapters. Chapter one consists of the introduction of the study, background, problem statement, objectives of the study, hypotheses, significance of the study, delimitation, limitation and organisation of the study. Chapter two featured the literature review, which makes critical analysis of information about the proposed topic of research that has been done by authorities and academics. Chapter three looked at the study design and methods employed in the study. Also, chapter four contained the presentation of the study results and discussions. Chapter five summarized the main findings, conclusion and recommendations of the study.

Definitions of Key Terms

Leadership: The concept of leadership according to Yukl (2013), refers to the extent to which organisational leaders help their workers to understand and influence them to determine what should be done and how they can achieve their organisational objectives.

Autocratic Leader: Al Khajeh (2018), explained autocratic leader as a person aware of his status and has little trust in his or her staffs.

Democratic Leadership: According to Bhargavi and Yaseen (2016), democratic leadership represents a leadership style in which employees are involved in decision making.

Laissez Faire: Nwokocha and Iheriohanma (2015), stipulated that Laissez faire means making employees feel free in the discharge of their duties without compliance to any harsh instructions to accomplish their work.

Organisational Objective: Lan (2003), defines organisational objective as what actions will be achieved within a stipulated time which as usually linked to the organisation's vision and mission statements



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews literature on leadership and organisational objectives. It presents the theoretical, conceptual and empirical reviews of the study. This chapter also presents on a conceptual framework for the study.

Theoretical Review

The social exchange theory, social identity theory and expectancy disconfirmation theory have been reviewed in this section. Given this, social exchange theory will be used as the main theory in the study and the social identity theory and expectancy disconfirmation theory will support the main theory. The following describe details of the theory and its implications on the study.

Social Exchange Theory

According to Cropanzano and Mitchell (2005), social exchange theory is understood as a family of conceptual models. It is for this reason, Mitchell, Cropanzano, and Quisenberry (2012), regard social exchange theory as an exchange phenomenon that treat social life as a series of successive relations regarding parties. Blau (1964), alluded that the quality of these exchanges is influenced by the association between the actors. Cropanzano and Mitchell (2005), discussed the social exchange theory as a clear cost-benefit of engaging in an association between leaders and workers.

The social exchange theory posits that people take keen interest in activities if they believe such activities will lead to mutual gains (Blau, 1964). It has been argued (Chan & Mak, 2014), that in the workplace relationship,

workers look for benefits related with leaders' actions in order to respond favourably. Thus, workers are more motivated and tend to be satisfied with their job when the behaviours of their leaders are conducive to building a mutually beneficial and trusting association.

The social exchange theory further established that once workers are encouraged and satisfied with the actions of their organisational leaders, their commitment increases which in turn, translate into the achievement of their organisational goal. Within the context of this theory, the association between workers and their leaders develops once they perceive that they are more likely to get support from their organisation (Slack, Corlett & Morris, 2015). According to Eisenberger, Lynch, Aselage, and Rohdieck (2004), the social exchange process begins when an organizational supervisor gives a person assurance of a fruitful exchange.

Constructive instigating actions include activities such as providing organizational support (Cropanzano & Rupp, 2008; Riggle, Edmondson, & Hansen, 2009). Undesirable originating actions involve abusive supervision or bullying and incivility (2004; Rayner & Keashly, 2005; Tepper, Carr, Breaux, Geider, Hu, & Hua, 2009; Pearson, Andersson, & Porath, 2005). The social exchange theory attributes a leader's ability to satisfy its stakeholders such as employees to exceed their prior expectations (Premkumar & Bhattacharjee, 2008). Abbasi (2012), argued that when employees become content with the leadership style of their leaders, they will eventually become more satisfied which in turn, will lead to the achievement of their organisational objectives.

Implications of the Social Exchange Theory to the Study

It can be deduced from the social exchange theory that there is cost-benefit of engaging in an association between leaders and workers and that people take keen interest in activities if they believe such activities will lead to mutual gains. Workers are one of the main concerns for firms because, being profit generating entities, their achievement of organisational goal are vital for its survival. The theory argues that the importance of employees cannot be ignored hence, the need for good leadership behaviour by management through effective leadership. Further, the theory maintains that organisation should engage in proper execution of leadership behaviour or style in ways that can lead to positive link with its employees in order to improve achieve their organizational goals (Tepper, Carr, Breaux, Geider, Hu, & Hua, 2009).

Social Identity Theory

According to Tajfel and Turner's (1979) social identity theory, people tend to reinforce their self-esteem and strengthen their self-image by recognizing with firms acknowledged for their leadership style. Cropanzano and Mitchell (2005), have affirmed that the theory links societal proof of identity that allows employees to arrange themselves into diverse collective association of orientation to strengthen their performance towards such associations.

The social identity theory maintains that employee's self-expression is connected with its relationships with firms. Fombrun and Shanley (1990), stipulated that when firms tend to gain positive public statuses through their leadership behaviour, employees become gratified to be identified with the company and work for such company (Turban & Greening, 1997). It is

reasoned from the social identity theory that the leadership of companies should be interested in addressing the concerns of employees or staff of an organisation. Employees are one of the main concerns for companies because, being profit generating entities, their self-esteem and self-image by recognizing with firms are vital for its sustainability and the attainment of organizational objectives (Northouse, 2007). The theory argues that the importance of employees cannot be ignored hence, the need for organisation to implement good leadership behaviour and style.

Implication of the Social Identity Theory to the Study

According to social identity theory, employees may define themselves partly in relations of salient group. Employees perceive positive self-concept once they belong to a company highly considered to be practicing effective leadership behaviour. This experience may lead to the achievement of organisational goals. The theory maintains that the higher the level of leaders behaviour, the stronger the employees become committed to the firm. Another implication of identifying with a firm is that the closer employees feel to a company, the more likely the employee will increase his or her performance. Since employees are one of the main concerns for companies because, being profit generating entities, their self-esteem and self-image by recognizing with firms are vital for its sustainability and the attainment of organizational objectives (Northouse, 2007).

Expectancy Disconfirmation Theory

Expectancy disconfirmation theory is a model of individual behaviour that is acceptable to explain and predict their satisfaction (Oliver, 1980). The theory was initially proposed by Oliver regarding individual behaviour

(Oliver, 1980). The expectancy disconfirmation theory proposes that individual behaviour towards achieving their organisational objectives are primarily determined by staff satisfaction (Ringle & Mena, 2011). The expectancy disconfirmation theory postulates further that staff satisfaction is in part determined by the level of disconfirmation of their initial expectations (Premkumar & Bhattacharjee, 2008). The theory established well that staff satisfaction is not only the result of the objective performance of company service but depends on the prior performance expectation of that service. For instance, if the perceived performance of service exceeds prior expectations, this will result in positive disconfirmation which, in turn, will lead to satisfied staff.

The expectancy disconfirmation theory advanced that staff perception of satisfaction results from their comparison between expectation and outcome performance. Hence, expectation and outcome performance are two important variables that can influence staff judgment of satisfaction measure. Thus, staff usually develops different expectations of service quality from their personal experience and use different measures in making their satisfaction judgments. Their belief about the service is determined by how well it measures up to this standard.

Conceptual Review

Leadership

The concept of leadership according to Yukl (2013), refers to the extent to which organisational leaders help their workers to understand and influence them to determine what should be done and how they can achieve their organisational objectives. The concept has been clarified as a social

impact employees are more likely to get in the process of achieving their organisational objectives (Chemers, 2000). Ganta and Manukonda (2014) claimed that the leadership concept is an authority given to an individual change values, beliefs, behaviour and attitudes of followers.

According to Grint (2007), people having significant leadership capability influence their employees positively toward the achievement of the companies' objectives. Northouse (2009), advanced that individuals having leadership ability have the power to encourage others to achieve the goals of their company. Wasim and Imran (2010), argued that the features regarding effective leaders includes giving direction to workers as well as making sure employees perform their task towards the establishment's objectives. While Klein et al. (2013), hold the opinion that the leadership concept is based on the expansion, anticipations and training and developing employees, it has been argued (Sougui, 2015), that concentrating on the development of employees system of values, their degree of enthusiasm is vital for superiors in the organisations.

Igbaekemen (2015), opined that leaders have an uninterrupted impact in the nexus concerning firms and performance. Igbaekemen (2015), explained this by establishing that superiors in the leadership positions define values, culture, outline firms' approaches, thus desired purposes and its execution, tolerance for change as well as motivation for staffs. Armstrong (2015), added that the concept of leadership is considered as an important conduit in helping employees to achieve their goals hence, must not be disregarded. Good leadership should be practiced in organisations such that staffs will feel comfortable in the discharge of the responsibilities (Xenikou, 2017).

Nyabadza (2003), opined that leadership is considered as a vital, timeless principle. Borsch (2009), advanced that leadership has taken cognizance in the workplace. Essentially, workers are integral part of companies. Borsch (2009), explained this by establishing that a leader's actions could impact significantly worker's living situations. Some researchers in the leadership domain (Anderson, Manno, O'Conner & Gallagher, 2010), stressed that effective leadership highlights the significance of appreciating, listening and authorizing workers. Brennan and Monson (2014), hold the view that effective leaders create and maintain enduring relations through constantly treating them with respect and appreciating their contributions.

The importance of effective leadership to organisations includes workers reciprocating their leaders' behaviours towards the company's objectives (Ehrhart, 2004), serves as a vital conduit in solving problem faced in the company through understanding what is happening (Page & Vella-Broderick, 2013). It has been discussed that leaders are imperative as well as reliable leaders for their employees to learn from (Brown, Trevino & Harrison, 2005). Effective leadership is essential in managing individuals towards the achievement of the organisation's objectives. Some studies (Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens, 2003; Muijs, 2011) have suggested that role of effective leadership is vital for achieving objectives of organisations.

Leadership Styles

Bhargavi and Yaseen (2016), stipulated that there exist three main types of leadership style that can be adopted by leaders in their organisations and these are as follow;

Autocratic Leadership

Al Khajeh (2018), explained autocratic leader as a person aware of his status and has little trust in his or her staffs. Such leaders are classic and bossy and need their staffs to function as they dictate (Al Khajeh, 2018). It has been established that leaders in this domain have been given the jurisdiction to take decisions (Longe, 2014). Longe (2014), further posit that autocratic rulers usually adopt social exchange theory as a clear cost-benefit of engaging in an association between leaders and workers and workers can only get motivated through the bonus they receive.

Even though, autocratic leadership could be characterized with some disadvantages, it is also helpful during instances such as emergency where there is a homogeneous workforce included, in which the leader is smart, rational and has a significant understanding of workers (Longe, 2015). Bhargavi and Yaseen (2016), agree to the notion that autocratic approach is good once companies face crisis. Hower, Al Khajeh (2018), reported that autocratic leadership lessens engagement, innovation and creativity.

Democratic Leadership

According to Bhargavi and Yaseen (2016), democratic leadership represents a leadership style in which employees are involved in decision making. The authors added that both accomplishment and individuals are the subjects of this leadership style. It has been established that democratic leadership style inspires workers to be part of decision making (Nwokocha & Iheriohanma, 2015). Bhargavi and Yaseen (2016), postulated that quarrels and respects are offered in this type of leadership style. This situation enables staffs to work freely towards the organisation's goal.

Sadia and Aman (2018), have noted that workers take decision as well as executing them through the guidance of superiors in the democratic leadership. This leadership is characterized with group being able to exchange thoughts and opinions with the leader has the final authority on decisions, staffs involved in decision making and staffs being innovative.

Laissez Faire

Nwokocha and Iheriohanma (2015), stipulated that Laissez faire means making employees feel free in the discharge of their duties without compliance to any harsh instructions to accomplish their work. It has been stated that this type of leadership avoids supervising workers rather work with only committed workers (Puni, Ofei & Okoe, 2014). It has been argued (Puni, Ofei & Okoe, 2014), that Laissez faire leaders do not put more emphasis on the development of their employees because they prefer the employee themselves should invest their career

Some scholars believe that this leadership style cannot enable organisation to achieve their objectives since this would not allow the leader and employees to make decision jointly towards their objectives (Puni, Ofei & Okoe, 2014; Nwokocha & Iheriohanma, 2015). Some disadvantages associated with the laissez faire leadership style includes leaders refusing to take decisions, absenting themselves from work when there are vital decisions to be taken among others. However, this leadership style inspires setting up a comfortable work environment.

Organisational Objectives

Lan (2003), defines organisational objective as what actions will be achieved within a stipulated time which as usually linked to the organisation's

vision and mission statements. Sihalolo & Halim (2005), noted that organisational objectives are agreed on through consensus such that every department will work toward achieving such objective. While Wholey (1999), argued that the agreed upon objectives of the organisation are the basis for the performance of the organisation, Wang (2002), advanced that the objectives will bring about the result of strategic planning, management and workers' performance evaluation process.

Kloot (1999), argued that achieving organisational objectives is traceable to the kind of leadership style worker's experience, especially, during the early phases of their employment associations (Ayupp & Chung, 2010; Baum, 2007). Kloot (2001), stated that having effective leadership is vital for achieving organisational objectives. Some scholars (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002; Chen, Eisenberger, Johnson, Sucharski & Aselage, 2009), presented that organisations are likely to achieve their objectives once they have effective leadership in place to care for them.

From the stakeholder theory's perspective (Freeman, 1984), it can be deduced that the effective leadership of organisations such as hospitals are directed at improving their relationship with key stakeholders. This motive will compel them to involve stakeholders such employees in dealing with the organisational objective (Wholey, 1999; De Bruijn, 2002).

Empirical Review

The purpose of this section is to examine previous studies related to the purpose of the study. Below are some of the related studies:

Leadership Behaviour and Organisational Objectives

Leadership behaviour and organisational objectives are important for organisational performance. According to Cropanzano and Mitchell (2005), the social exchange theory is a clear cost-benefit of engaging in an association between leaders and workers. The social exchange theory posits that people usually take keen interest in firms' activities if they think such activities will eventually lead to mutual gains (Blau, 1964). Relying on the social exchange theory (Blau, 1964), it can be deduced that leadership is the main motivating factor for achieving organisational objectives (Avolio 1999; Rowe, 2001). Thus, in achieving organisational goals, it is leaders through their decision-making, development, distribution of firm's resources and converting of these resources into goods that the objectives can be realized.

Kuslivan, Kuslivan, Ilhan and Buyruk (2010), submitted that effective leadership has greater importance in achieving organisational goals in the health facilities considering the unfavourable reputation of working in this institution. Some scholars (Furnham & Crump, 2015; Nwokocho & Iheriohanma, 2015; Bhargavi & Yaseen, 2016), recorded the institution has been tagged with issues such as low salary payment, long work hours, the routine nature of many of the jobs, autocratic leadership as well as the existence of poorly trained staffs. A related study piloted by Shockley-Zalaback (2006), documented that effective leadership takes place once leaders communicate about the changes needed, explain their objectives to staff and propose new policies to be executed to achieve them.

Zhang, Liu and Liao (2011), opined that for organisations to achieve their objectives, trust, vision and employees feeling that there is a superior that

can help employees accomplish that feat. Prati, Douglas, Ferris, Ammeter and Buckley (2003) and (Dabke, 2016) posit that the adequacy of administration is a basis that is communicated through the assessments identified with leaders. Chemers (2000), claimed that organizational leaders tend to work towards the objects of the organization depending on the prevailing condition. The author further explained that employees work to achieve organizational goals if they have perceived organizational support (Chemers, 2000). Furthermore, Wang Tsuil, and Xin (2011), argued that the connection between the two concepts is positive and significant. Therefore, it is hypothesized that:

H₁. There is a significant positive connection between leadership behaviour and organisational objectives.

Leadership Traits and Organisational Objectives

The social identity theory (Stanaland, Lwin & Murphy, 2011) stressed that employees may define themselves partly in relations to a company considered to be practicing good leadership traits. This experience may lead to the achievement of organisational objectives (Stanaland, Lwin & Murphy, 2011). Building on the social identity theory, it is argued that organisational objectives are largely traceable to the kind of leadership traits staffs' experience, especially, during the early parts of their employment relationship (Budish, West & Gasser, 2015; Furnham & Crump, 2015). According to Patel (2018), the traits that effective leaders have plays important role in achieving organisational goals.

Budish, West and Gasser (2015), posit that communication traits that effective leaders have are fundamental for achieving company's objectives. The scholars advanced that as a leader, it is vital that they get response from

the message they sent to their staffs. Besides, Boga and Ensari (2009) claimed that organisations can achieve their objectives once their leaders build and maintain reliable teams to implement the drafted objectives of the organisation. Boga and Ensari (2009), have stipulated that it is imperative for leaders to ensure they work with their team to achieve the company's objectives through high team morale and motivation.

Some studies (MacKenzie 2000; Jung & Sosik, 2002; Walumbwa, 2002; Avolio 2003), have stated that good leadership traits have a constructive impact on their corporate objectives. Furnham (2002), and Karamat (2013), affirmed that effectiveness leadership is measured based on organisational goals attainment. Martorana and Owens (2003), advocated that effective leadership traits are key for organisations to achieve their objectives and found a positive relationship between the two constructs. Based on the discussion above, it is hypothesized that:

H₂. There is a significant positive relationship between leadership traits and organisational objectives.

Leadership Styles and Organisational Objectives

Expectancy disconfirmation theory attributes a leader's ability to satisfy its stakeholders such as employees to exceed their previous expectations (Oliver, 1997; Premkumar & Bhattacharjee, 2008). Abbasi (2012), argued that when employees become content with the leadership style of their leaders, they will eventually become more satisfied which in turn, will lead to the achievement of their organisational objectives. According to Bhargavi and Yaseen, (2016), leadership style regarding companies is unquestionably identified to be linked significantly to organisational goal.

Bhargavi and Yaseen, (2016), documented that utilizing leadership styles, enable employees to feel comfort with respect to their objectives.

Al Khajeh (2018), empirically confirmed that achieving organisational objectives is dependent on leaders using effective leadership styles to encourage workers. He found that the nexus relating to the two constructs are positive. Other stream of investigations (Bass, 1990; Tharenou & Lyndon, 1990; Yukl, 1998; Nwokocha & Iheriohanma, 2015), presented that leadership style of superiors is a crucial element that leads to the achievement of organisational objectives. Some stream of studies (Nwokocha & Iheriohanma, 2015; Bhargavi & Yaseen, 2016), have established that democratic leadership style inspires workers to be part of decision making and enables staffs to work freely towards organisation's goal.

Longe (2015), opined that despite the fact that autocratic leadership could be characterized with some disadvantages, it is also helpful during emergencies where there is a homogeneous workforce. Some researchers in the leadership domain (Puni et al., 2014; Nwokocha & Iheriohanma, 2015), believe that laissez faire leadership style cannot enable organisation to achieve their objectives since this would not allow the leader and employees to make decision jointly towards their objectives. Based on the discussion above, it is hypothesized that:

H₃. There is a significant positive relationship between leadership style and organisational objectives.

Conceptual Framework

Based on the discussions from literature review above, the conceptual framework for this study is developed and shown in Figure 1. The framework

connects leadership behaviour, leadership trait and leadership style to organisational objectives.

Leadership Constructs

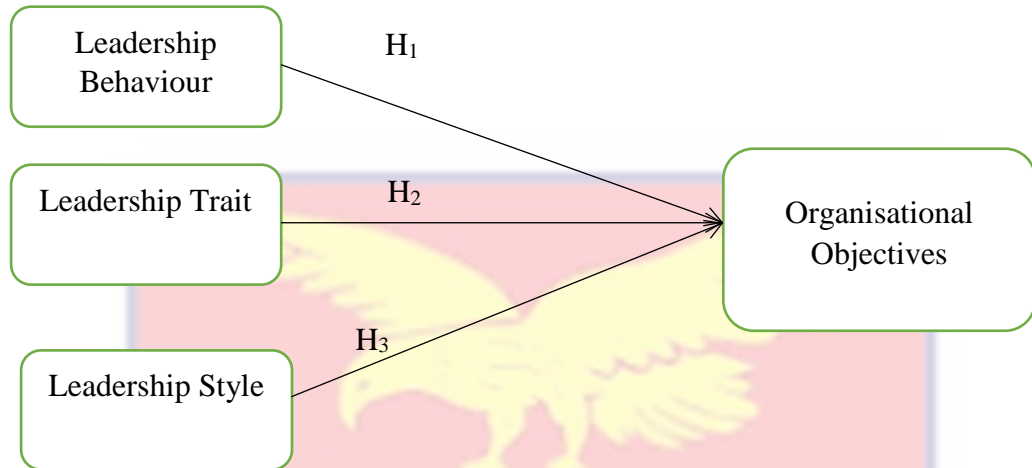


Figure 1: Linking leadership behaviour, leadership trait and leadership style to organisational objectives.

Source: Author's Construct, 2021.

This framework (figure1) explains the relationship between leadership behaviour, leadership trait, leadership style and organisational objectives. The framework explains that leadership behaviour, leadership trait, leadership style affects organisational objectives. It is reasoned that companies that adopt good leadership are likely to achieve their organisational Objectives.

Chapter Summary

This chapter reviewed the related literature on social exchange theory and social identity theory, leadership behaviour, leadership trait, leadership style and organisational objectives. The definitions of the concepts, theories and their implications have been discussed. It also reviewed empirical works on leadership, leadership trait, leadership style and organisational objectives.

The hypotheses outlined have been reviewed. The chapter was made up of empirical analysis on leadership behaviour, leadership trait, leadership style and the development of a conceptual framework.



CHAPTER THREE

RESEARCH METHODS

Introduction

The study evaluated the effects of effective leadership in achieving organisational objectives in some selected hospitals in the Asante Akim Central Municipality. This chapter discusses the research methods used in the study.

Research Approach

According to Saunders and Bezzina (2015), quantitative research method, qualitative research method and mixed method are the three approaches of research. Ofori and Dampson (2011), opined that quantitative research approach permits researchers to examine the nexus between variables. Qualitative approach as per Ofori and Dampson (2011), describes small aspects of social reality. It has been advanced that the variation between quantitative and qualitative researches could be determined by the purpose of a study (Saunders et al, 2016). Based on the objective of the study, a quantitative research method will be employed for the study. Quantitative research because it permits researchers to familiarize themselves with concepts to be studied (Golafshani, 2003). Moreover, quantitative research approach helps in a broad coverage of data collection.

Research Design

A research design according to Joubert and Ehrlich (2007), is a structured method followed by a researcher to answer a research question. It is a detailed outline of how a research would be conducted. It entails ways of data collection, the instruments employed and how they are used and the

means of analyzing the collected data. This research employed a case study design in which cross-sectional descriptive designs were used. It was hoped that a case study design will help the researcher to conduct a descriptive and in-depth analysis about the staff of the hospitals in the Asante Akim Central Municipality which findings could be applicable to other hospitals in Ghana on issues regarding effective leadership in achieving organisational objectives.

A cross-sectional design was employed since, it underscores a broad contextual analysis of limited number of procedures and the association that exist between them (Barifaijo, Basheka & Oonyu, 2010).

Study Area

The study area comprised of some selected Hospitals in the Asante Akim Central metropolis specifically, Konongo Odumasi Government Hospital, First Klass Hospital and Stewards Hospital. The choice of these Hospitals was based on the familiarity the researcher has with the respondents.

Population

A population is a well-defined individual in a group known to have similar traits that are identified by criteria determined by the researcher (Banerjee & Chaudhury, 2010). The population for this study consists of all the staff of the hospitals in the Asante Akim Central Municipality; before and during the time of data collection. The available population for the study is 100 staff.

Sampling Procedure

A sample is basically a subset of the population. Sampling is the means of selecting samples from the population for the purpose of studying the sample and its characteristics to become the basis for using the results of the

sample to generalize the population from which the sample was taken from (Sekaran, 2000). By using a convenience sampling technique, one hundred (100) staff of the hospitals in the Asante Akim Central Municipality participated in this research were selected for this study. This is because it was virtually impossible for the researcher to obtain the total sampling frame of all taxi drivers in the Accra Metropolis of Ghana (Sekaran & Bougie, 2010; Khan & Rizwan, 2014).

Data Collection Instruments

The data for this study was generated from primary source. The main primary data collection method used in this study was a questionnaire. The data were collected by using self-administered questionnaire with structured questions derived from multiple sources. The use of questionnaire survey approach was driven by the study objectives, the type of data to be collected and the availability of time for the study (Touliatos & Compton, 1988). This method was considered appropriate for this research because the variables studied were those that could not have been observed but could only be obtained by finding the respondents views, opinions and feelings (Touliatos & Compton, 1988).

Moreover, the instrument had an advantage of saving time since the respondent had to only tick from predetermined ideas of their views. Further, many respondents could fill the questionnaire without the presence of the researcher. Filling the questionnaire without the presence of the researcher affords the respondents the opportunity to objectively answer the questions without fear of being victimized. Therefore, in-depth and reliable data were generated in a short time from respondents (Mugenda & Mugenda, 2003).

This survey method was used for all respondents selected for this study. The questionnaire was a composite survey comprised of demographic questions to measure the components consisting of effective leadership and organisational objective. Questionnaires relating to effective leadership were adapted from Srivastava, Bartol and Locke (2006), and Yang and Zhu (2016). Organisational objectives measurement items were adapted from Avery (2008) and Hoogh et al. (2004). A Likert-scale response with the continuum: strongly disagree, disagree, neither agree nor disagree, agree, strongly agree were used.

Validity and Reliability of the Instrument

Validity is the accuracy or precision with which a phenomenon is described (Ogah, 2013). Common sources of invalidity according to Joubert and Ehrlich (2007), are selection, information and confounding bias. To reduce selection bias, a multistage sampling method was used to select separately the sample of the various categories in order to achieve a good representation. The sample therefore included staffs from the hospitals in the Asante Akim Central Municipality. To reduce information bias, I adapted survey instruments with comparable population and study design with high validity levels.

The researcher carefully selected data collection methods and analysis in other to reduce confounding bias to considerable level. Cronbach Alpha (α) test (1964) was used to measure internal consistency. Joubert and Ehrlich (2007), define reliability as having the same results even if the measures were taken multiple times. Reliability was achieved by using relatively large sample size. The instrument considered was derived from tested and standardized instruments to minimize random measurement error.

Reliability of the Instrument

Following Bryman and Bell (2011), a Cronbach Alpha $\geq .7$ demonstrate adequate reliability. As presented in Table 1, it can be established that an overall Cronbach Alpha (α) = .865 was realized. This study therefore met the minimum threshold for all the variables that were considered as shown in table.

Table 1: Cronbach Alpha values for the variables

Variable	Alpha value
Leadership Behaviour	.726
Leadership Trait	.773
Leadership Style	.865
Organisational Objectives	.786

Data Collection Procedures

The researcher requested consent from the Human Resource Managers of hospitals in the Asante Akim Central Municipality. The authority of the outfit then granted permission for the data to be collected. The outfit also informed its workforce about the intended study. Consent of the respondents was also sought and the questionnaire was self-administered to them. The questionnaire was administered from 1st March, 2021 till were collected on 31th March, 2021.

Data Processing and Analysis

The data collected from the questionnaires were checked for errors, coded and then entered into the SPSS version 20 for analysis. The variables were described using frequencies and percentages of the responses. The data

were manipulated using Pearson correlation and regression analysis. The sample characteristics were described using Pearson's correlation coefficient (r) to find the connection regarding the variables of interest including, leadership behaviour, leadership style and organisational objectives.

Ethical Considerations

Awases (2006) advanced that ethics is mostly associated with morality of right and wrong in the society. Hence, Rubin and Babie (2016) posit that it is important that individuals engaged in research to be aware of issues relating to ethical issues. Ethical considerations involve the issues of confidentiality of the respondents for a particular study (Edginton et al., 2012). The researcher took the greatest care to inform participants of the purpose of the investigation. The researcher guaranteed the confidentiality of the participant's responses.

Chapter Summary

This chapter gave details of the study design and methodology. The research design, study area, population, sampling procedure, data collection instruments and procedures and data processing and analysis were discussed. Ethical considerations as well as measures of ensuring the validity and reliability were adequately explained.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter contains data analysis and the findings of the research. Chapter Three presented information relating to the specific research methods, procedures and techniques that were employed to approaching the conduct of the empirical primary data gathering, processing, analysis and presentation of findings. This chapter presents information relating to the findings in respect of the specific research objectives and hypotheses that were pursued. Again, detailed discussions regarding the findings with reference to implications and previous empirical positions were done for each of the specific objectives that were analyzed. The chapter first of all gives information with respect to the demographics of the respondents and then follows through with other specific research objectives.

Response Rate

The total number of questionnaires administered was 100. All the 100 responses were obtained from the employees of the health facilities, resulting in an overall response rate of 100%.

Demographic Characteristics of Respondents

The demographic characteristics of respondents were in relation to their sex, age, educational qualification, years of work and staff cadre. The study documented that more females (58.0%) than males (42.0%) dominated the sample for the research. The result shows that the ages between 21-31 years documented the highest responses whiles ages between 42 – 51 years documented the lowest response. In general, it can be stated that respondents

had one form of education or the other. The educational background of the respondents ranges from Junior High School to the University level. The demographic information of respondents regarding years of work shows that most of the respondents worked between 1- 5 years (65.0%) whilst 33.0% represents those who worked between 6- 10 years (33.0%) whereas 2.0% were those who worked between 11- 15 years. It can be confirmed from the table that those who are Directors represent 3% and then those who are assistance directors represented 5% whereas 54.0% and 38.0% represent senior and junior staff respectively (see Table 2).

Table 2: Demographic Characteristics of Respondents

Variable	Frequency	Percentage
Sex		
Male	42	42.0
Female	58	58.0
Age (Years)		
21 – 31	79	79.0
32 – 41	17	17.0
42 – 51	4	4.0
Educational Level		
JHS	1	1.0
SHS/O Level/A Level	35	35.0
Diploma	49	49.0
First Degree	14	14.0
Master's	1	1.0
Years of Work		
1 – 5	65	65.0
6 – 10	33	33.0
11 – 15	2	2.0
Staff Cadre		
Director	3	3.0
Assistant Director	5	5.0
Senior Staff	54	54.0
Junior Staff	38	38.0

Source: Field Work (2021)

Hypotheses Testing

According to Fritzsche and Oz (2007), examining study hypotheses may begin once the right estimations have been structured. The path

coefficients and its associated p-values were used to affirm the hypotheses formulated. H_1 . There is a significant positive linkage between leadership behaviour and organisational objectives. This is to assess the connection between leadership behaviour and organisational objectives. Table 3 provides the summary of analysis of responses.

Table 3: Leadership Behaviour and Organisational Objectives

Beta	R ²	Adjusted R ²	T-value	F	Sig
.137	.053	.050	4.252	18.081	.000

As clearly displayed in Table 3, the results of the analysis indicates a positive nexus between leadership behaviour and organisational objectives with a correlation coefficient ($\beta = 0.137$, $p < 0.000$). Table 3, further reveals that much of the variation in organisational objectives is explained with R² of 0.053 and t-value of 4.252 with leadership behaviour. The R² value 0.053 indicates that 5.3% of the variance in organisational objectives can be attributed to leadership behaviour. This finding connects the research hypothesis that associates the hospitals leadership behaviour and organisational objectives thus, confirming hypothesis 1.

This finding implies that leadership behaviour leads to organisational objectives. This finding is in line with the prior studies of (Kusluvan, Kusluvan, Ilhan & Buyruk, 2010; Zhang, Liu & Liao, 2011; Wang Tsuil & Xin, 2011; Furnham & Crump, 2015; Nwokocha & Iheriohanma, 2015; Bhargavi & Yaseen, 2016), that effective leadership behaviour has greater importance in achieving organisational goals in the hospitals considering the unfavorable reputation of working in this institution. Furthermore, a study by

Shockley-Zalaback (2006), support the result of this study that effective leadership behaviour leads to organisational objectives.

Leadership Traits and Organisational Objectives

H₂. There is a significant positive relationship leadership traits and organisational objectives. This sought to test the relationship between leadership traits and organisational objectives. Table 4 provides the summary of analysis of responses.

Table 4: Leadership Traits and Organisational Objectives

Beta	R ²	Adjusted R ²	T-Value	F	Sig.
.495	.071	.068	4.761	22.665	.000

Following the results from Table 4 it can be established that there is a significant positive connection between leadership traits and organisational objectives with a co-efficient ($\beta = 0.495$, $p < 0.000$). The result reveals that much of the variation in organisational objectives is explained with R² of 0.071 and t-value of 4.761 with the leadership traits. The R² value 0.071 indicates that the 7.1% of the variance in organisational objectives can be explained by leadership traits. This finding also connects the research hypothesis that associates the firms' leadership traits to organisational objectives thus, confirming hypothesis 2.

This finding implies that the more liable hospitals with regards to their leadership traits, the better employees become gratified in achieving their organisational objectives. This finding is in line with the previous investigations (Boga & Ensari, 2009; Budish, West & Gasser 2015; Furnham

& Crump, 2015; Patel, 2018) that the traits that effective leaders have plays important role in the achieving organisational goals and that this can be realized if once their leaders build and maintain reliable teams to implement the drafted objectives of the organisation. The finding relates to the results of Karamat (2013) that good leadership traits are predictor of organisational objectives.

Leadership Styles and Organisational Objectives

H₃. There is a significant positive relationship leadership style and organisational objectives. This hypothesis examines the link between leadership style and organisational objectives. Summary of analysis of responses is presented in Table 5.

Table 5: Leadership Styles and Organisational Objectives

Beta	R ²	Adjusted R ²	Value	F	Sig
.482	.073	.070	4.877	23.790	.000

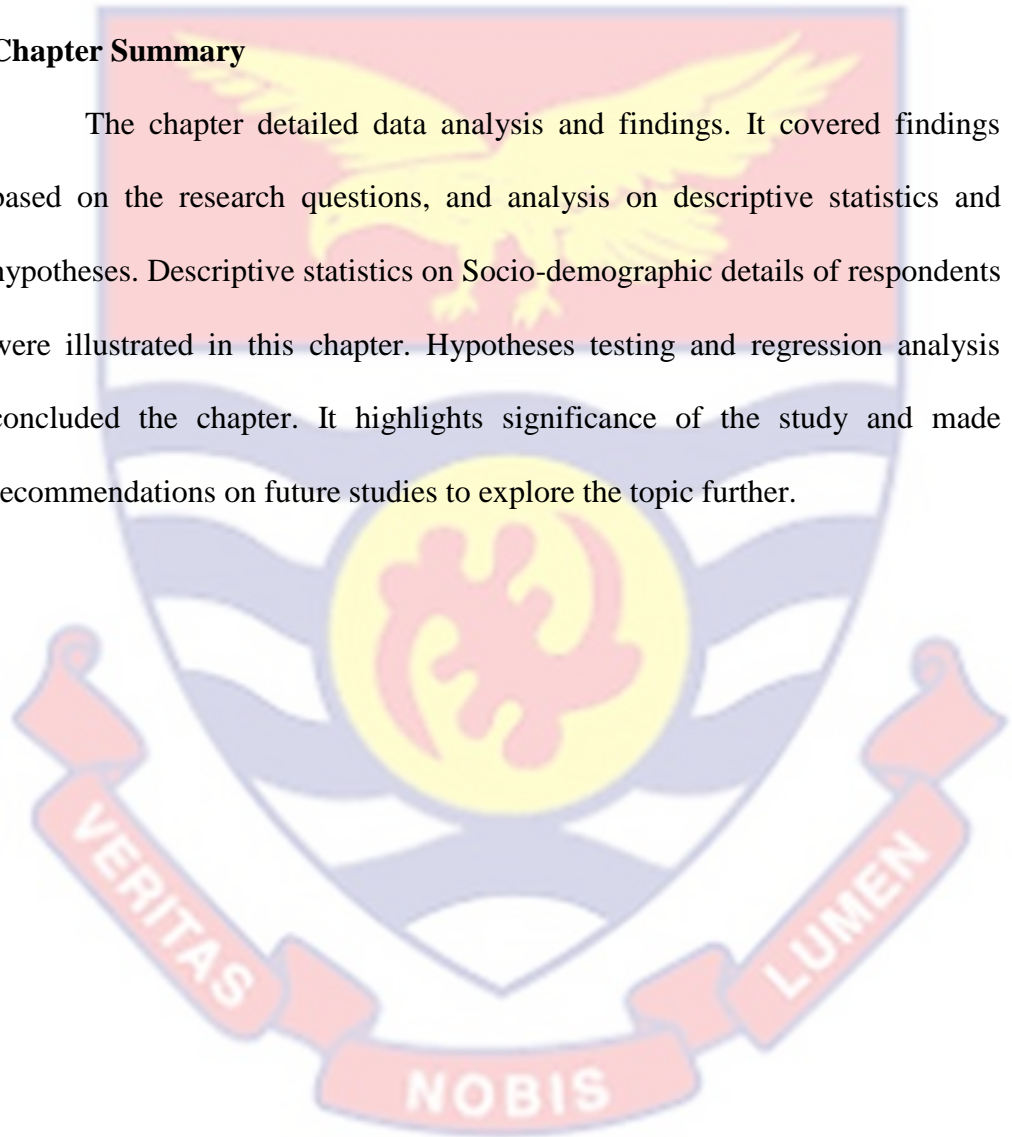
As revealed in Table 5, the results indicate there is a significant positive relationship between leadership style and organisational objectives with a path coefficient ($\beta = 0.482$, $p < 0.000$) linking leadership style to organisational objectives is significant thus, supporting hypothesis 3. It can be confirmed from Table 5 that the variation in the organisational objectives is explained with R² value of 0.073 and t-value of 4.877 with the leadership style. The R² value 0.073 indicates that the 7.3% of the variance in organisational objectives can be explained by leadership style.

This finding indicates that leadership style leads to organisational objectives. This finding indicates that employees satisfied with their firm's leadership style have the tendency to improve their performance toward their

organisational objectives. Therefore, the finding lends supports to previous studies of (Bass, 1990; Tharenou & Lyndon, 1990; Yukl, 1998; Nwokocha & Iheriohanma, 2015; Bhargavi & Yaseen, 2016; Al Khajeh, 2018) that have established that leadership style inspires workers to be part of decision making and enables staff to work freely towards organisation's goal.

Chapter Summary

The chapter detailed data analysis and findings. It covered findings based on the research questions, and analysis on descriptive statistics and hypotheses. Descriptive statistics on Socio-demographic details of respondents were illustrated in this chapter. Hypotheses testing and regression analysis concluded the chapter. It highlights significance of the study and made recommendations on future studies to explore the topic further.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. However, the summary, conclusion and recommendations were based on the objectives and the results established from the analysis and interpretations.

Summary of the Study

This study determined the effects of effective leadership in achieving organisational objectives in some selected hospitals in the Asante Akim Central Municipality. The study was directed by these three aims, thus, to assess the effects of leadership behaviour on the implementation of the Asante Akim Central hospital objectives; examine the leadership traits of Asante Akim Central hospitals in achieving their objectives; assess the effects of leadership style of the Asante Akim Central hospitals in achieving their organisational objectives. The applicable literature and hypotheses showing the associations among the variables of concern have been reviewed.

A convenience sampling technique was used to select 100 staffs of Asante Akim Central Municipal hospitals. The study was guided by explanatory research design with a questionnaire administered to the staff of the hospitals. Furthermore, the study employed SPSS version 20 to analyze the data. Moreover, two theories including the social exchange theory and social identity theory have been reviewed as the main foundation for the study. In addition, the study had some limitations. Essentially, the limitations were in relation to the sample size employed. Although, this study contributed to our

understanding of the effects of effective leadership in achieving organisational objectives in the Asante Akim Central Municipal hospitals, it should be regarded as the first time findings in the context of the hospitals till other research work reproduce that with tests from wide scope. Furthermore, the collection of data was through questionnaires due to its quantitative nature. In this sense, some of the respondents felt they were too busy and reluctant in responding to the instrument.

Summary of main Findings

This section presents the summary findings of the study.

Leadership Behaviour and Organisational Objectives

The results extend findings of earlier studies concerning the positive nexus between leadership behaviour and organisational objectives (Wang Tsuil & Xin, 2011; Bhargavi & Yaseen, 2016). Specifically, the findings provide empirical confirmation that effective leadership behaviour has greater importance in achieving organisational goals in the hospitals considering the unfavorable reputation of working in this institution (Kusluvan, Kusluvan, Ilhan & Buyruk, 2010; Zhang, Liu & Liao, 2011; Wang Tsuil & Xin, 2011; Ullah, Ullah, Durrani, 2011; Arslan & Staub 2013; Furnham & Crump, 2015; Nwokocha & Iheriohanma, 2015; Bhargavi & Yaseen, 2016).

Leadership Traits and Organisational Objectives

Similarly, the study documented the important role leadership traits play in achieving organisational goals specifically, hospitals (Karamat, 2013; Budish, West & Gasser, 2015). It has been advanced that traits that effective leaders have plays important role in the achieving organisational goals and that this can be realized if once their leaders build and maintain reliable teams

to implement the drafted objectives of the organisation (Boga & Ensari, 2009; Budish, West & Gasser 2015; Furnham & Crump, 2015; Patel, 2018).

Leadership Styles and Organisational Objectives

The results extend findings of earlier studies in the nexus concerning leadership style and organisational objectives (Yukl, 1998; Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens, 2003; Muijs, 2011; Cabeza-Erikson, Edwards & Van Brabant, 2008; Nwokocha & Iheriohanma, 2015; Bhargavi & Yaseen, 2016; Al Khajeh, 2018). Precisely, the findings provide empirical confirmation that leadership style inspires workers to be part of decision making and enables staff to work freely towards organisation's objectives.

Conclusion

Connected with the study objectives, three research hypotheses were confirmed through SPSS. However, the following conclusions were drawn from the findings when the three research questions were tested:

To begin with, the study highlights evidence for the positive nexus between leadership behaviour and organisational objectives. The study recognized that effective leadership has greater importance in achieving organisational goals in the hospitals. Secondly, the study documented that important role leadership traits play in achieving organisational goals. The researcher opined that hospitals with better leadership traits are more inclined towards motivating their staff towards achieving the hospital's objectives. In the same way, hospitals with good leadership traits are better positioned to enhance development in their facility as well.

Finally, the study assessed the effect of leadership style of the Asante Akim Central Municipal hospitals in achieving their objectives and found that leadership style inspires workers to be part of decision making and enables staff to work freely towards organisation's objectives.

Recommendations

The findings of this study provide some substantial implications for the hospital Directors in the Asante Akim Central Municipality. Primarily, since it has been recognized that the effects of leadership behaviour and organisational objectives is significant, the study recommends that the Directors of Asante Akim Central Municipality hospitals should train and educate the leaders of the hospitals on the best leadership behaviour to practice. Decision makers of hospitals needs to note that, even though, it may cost more initially to train and educate the leaders since that may demand the need to get competent staff, the hospitals will benefit in the long run, because such investments will help them to achieve their organisational objectives.

Next, the Directors of the Asante Akim Central Municipality hospitals are entreated to formulate and implement policies on leadership traits as a vital conduit to help the staff toward achieving their objectives. This is important because once the hospitals are able to identify good leadership traits, they stand the chance to achieve their organisational objectives through hard work.

Finally, based on the results from the study, the Directors of the Asante Akim Central Municipality hospitals are required to pay attention to the influence leadership style have on organisational objectives. Although, there is a direct connection between leadership style and organisational objectives, the management of the hospitals should adopt the best leadership style such as

democratic leadership and laissez faire leadership styles to enable them achieve their objectives.

Suggestions for Further Research

Other studies on effective leadership and organisational objectives would be extended further in other sectors to confirm the connection in this study. While this study makes significant contribution to the extant literature on the nexus between effective leadership and organisational objectives, the following limitations were identified. First and foremost, the study did not strictly follow the principle of randomization because of the nearly impossible nature of accessing an accurate sampling frame for the population. However, given the size of the data collected, it is logical to assume that the findings and the recommendations of this study would be useful to management of hospitals. In addition to the above, while the extant literature acknowledges that the constructs employed in this study have many dimensions, not all the dimensions were analysed. Hence, future studies could address how the different dimensions could lead to achieving organisational objectives.

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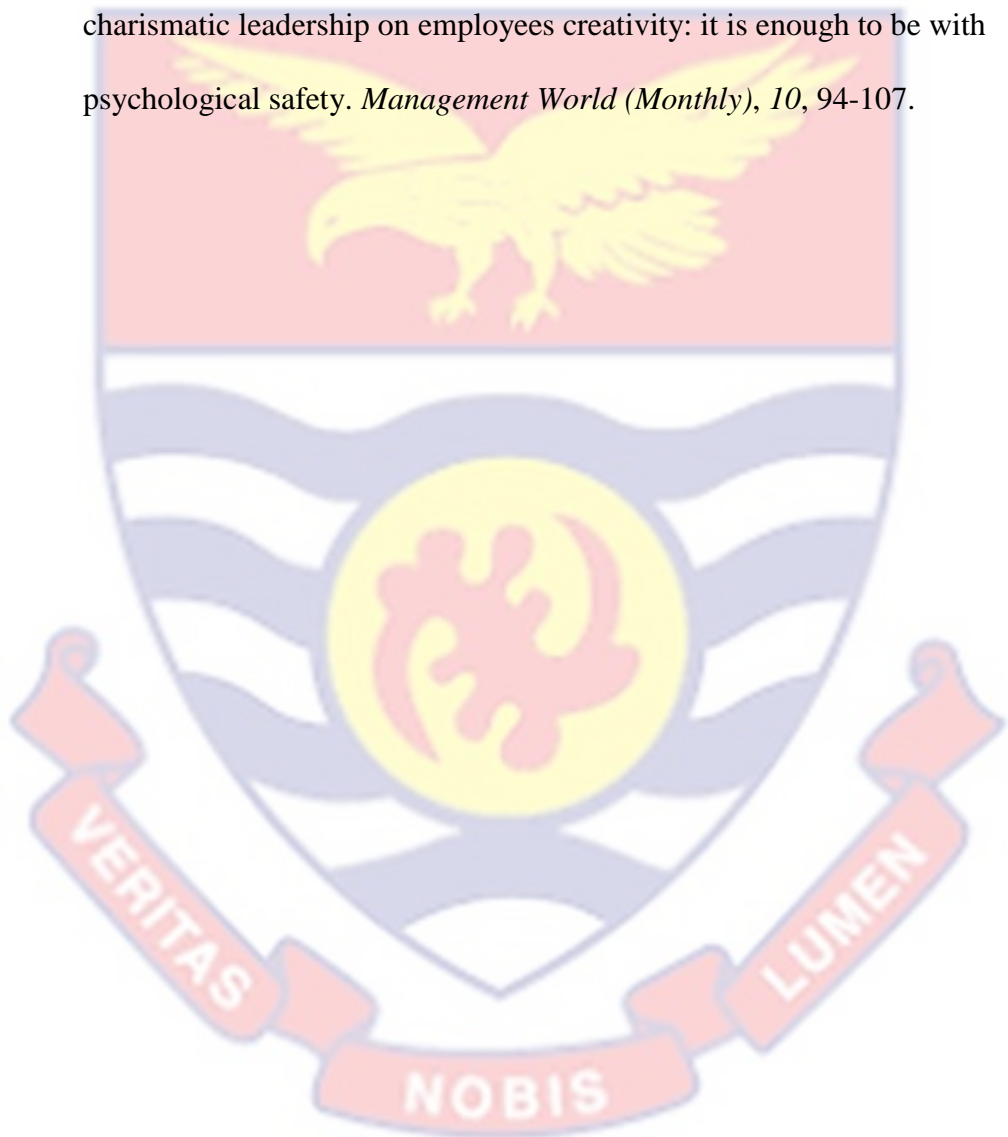
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APPENDICES

APPENDIX A: QUESTIONNAIRE

QUESTIONNAIRE FOR STAFF

Dear Sir/Madam,

I am a student pursuing Master of Business Administration in Management at the University of Cape Coast. This investigation is to assess the effects of effective leadership in achieving organisational objectives. Your cooperation and opinions are very vital to the success of the study. The information obtained from the questionnaire will in no way reflect the identities of the individual participating.

Section A: Demographic Data

Kindly provide the appropriate response and tick [] the box that correctly describes you.

1. Sex: Male Female
2. Age 21 - 31 years 32 - 41 years 42 - 51 years above 52 years
3. Educational Qualification: JHS SHS/O^o level/ A level Diploma First degree Master's PhD Other Specify
4. Please indicate the number of years you have been working with the facility: 1- 5 years 6 - 10 years 11 - 15 years
4. I am a Director Assistant Director Senior staff Junior staff

Section B: Leadership Behaviour

The table below examines the leadership behaviour exhibited by the leaders of the facility. Please indicate your agreement with each statement by **ticking** (√) the most appropriate column following the Likert type of scale below.

1= strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= Strongly agree

Section B: Leadership Behaviour	1	2	3	4	5
Our Directors are constantly motivating the staffs					
The Directors of the hospital helps us in all the best possible ways to lead us towards our objectives.					
The Directors demonstrate leadership skills.					
The Directors monitor the performance of the staffs that they have to lead.					
The Directors collaborate with staffs and accept new ideas.					
The Directors of the hospital handle disagreements with co-workers perfectly.					

Section C: Leadership Traits

The table below examines the effects of the facility’s leadership traits in achieving their objective. Please indicate your agreement with each statement by **ticking** (√) the most appropriate column following the Likert type of scale above.

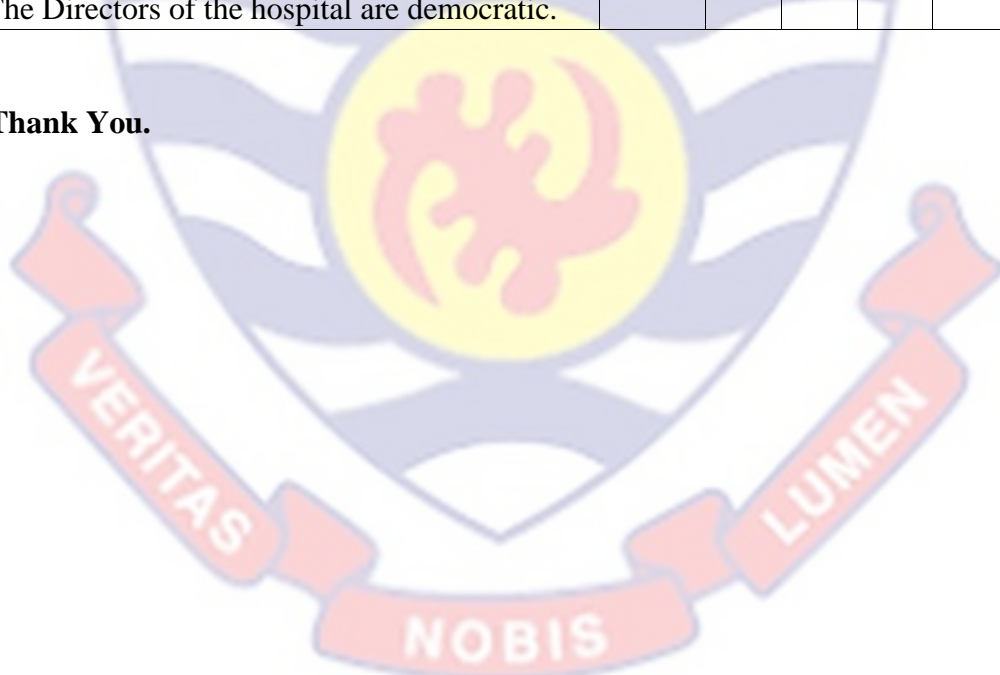
Section C: Leadership Traits	1	2	3	4	5
The leadership traits of the hospital support the implementation of the objective set.					
The relationship between the coordinator and the subordinate staff is very good.					
Sectional heads delegate duties to their subordinates.					
The leadership traits of the hospital encourage staff in accomplishing their goals.					
The leadership traits help in the business growth of the hospital.					
The leadership traits of the hospital helps measure the performance of the hospital and staff.					

Section D: Leadership Style

This table seeks to identify the leadership style of the facility. Please indicate your level of agreement with each statement by **ticking** (√) the most appropriate column following the Likert type of scale above.

Section D: Leadership Style	1	2	3	4	5
The hospitals Directors have the ability and willingness to delegate responsibility and to manage the activity of others.					
The Directors uses own personal taste and opinion as a standard to follow.					
The Directors resist advice from qualified sources and is stubborn to change.					
The Directors sees themselves as the overall boss and does not take other peoples contributions.					
The Directors of the hospital are autocratic.					
The Directors of the hospital are participative.					
The Directors of the hospital are democratic.					

Thank You.



APPENDIX B
INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES

Telephone: (03321)32440-4/32480/32483
Direct: (03321)-37870/36435
Teleguide: University, Cape Coast
Telex: 2552, UCC, GH



UNIVERSITY POST OFFICE
CAPE COAST, GHANA

Our Ref: SB/DM/ S.1/VOL.2/65

22nd December, 2020

Your Ref:

TO WHOM IT MAY CONCERN

INTRODUCTORY LETTER – JOSHUA KWARTENG

The bearer of this letter, **Joshua Kwarteng**, is a final year MBA (Management) student of the above-named department. He is writing his dissertation on the topic, "ACHIEVING ORGANIZATIONAL OBJECTIVES THROUGH EFFECTIVE LEADERSHIP IN SELECTED HOSPITAL IN THE ASANTE AKIM CENTRAL MUNICIPALITY. A CASE STUDY AT ASANTE AKIM CENTRAL MUNICIPALITY."

Kindly assist him to administer his questionnaire in your organization.

We appreciate your co-operation.

Yours faithfully,

Mr. John Krah
AA
For: HEAD
DEPT. OF MANAGEMENT
UNIVERSITY OF CAPE COAST
CAPE COAST