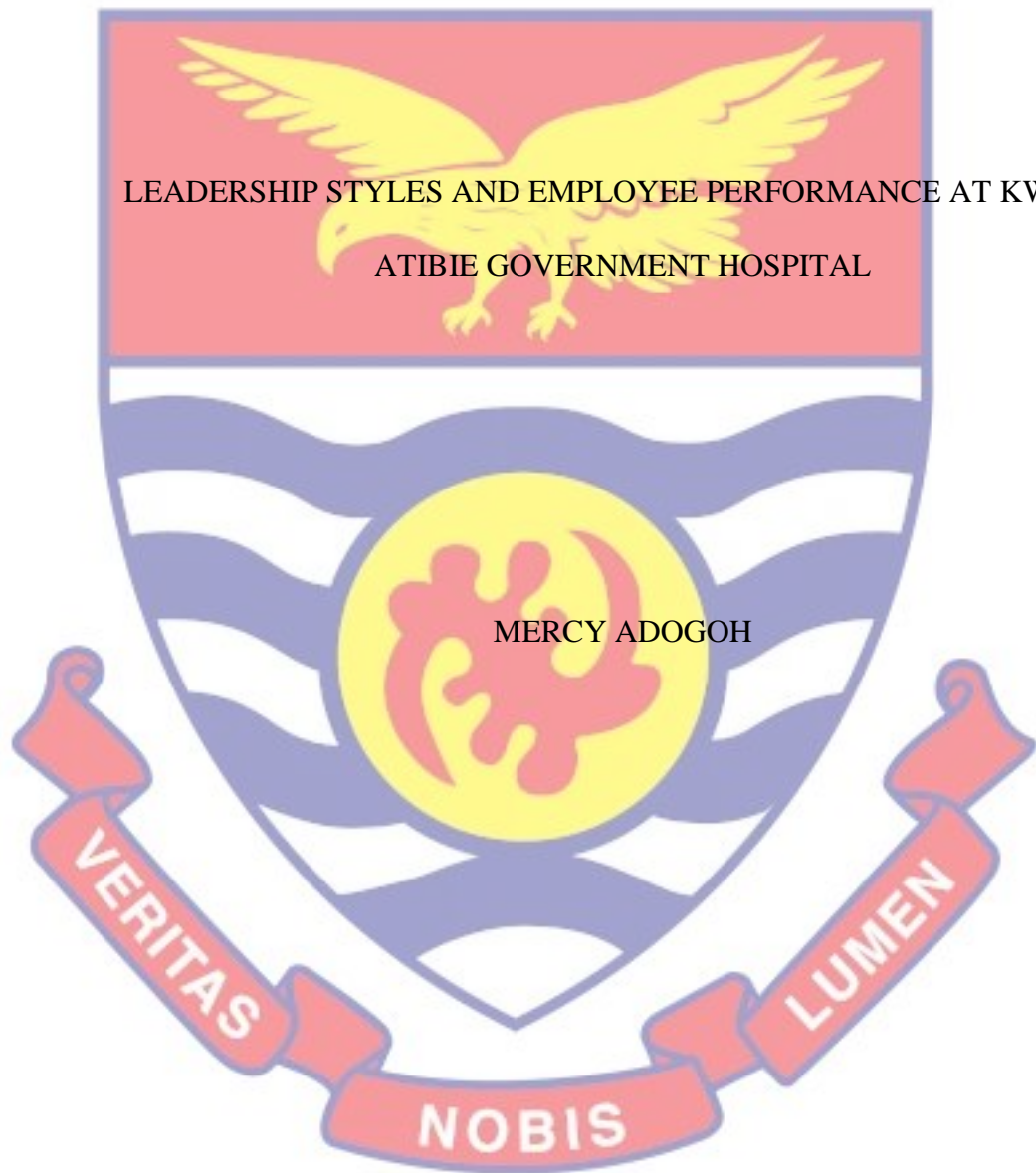


UNIVERSITY OF CAPE COAST



2022

UNIVERSITY OF CAPE COAST

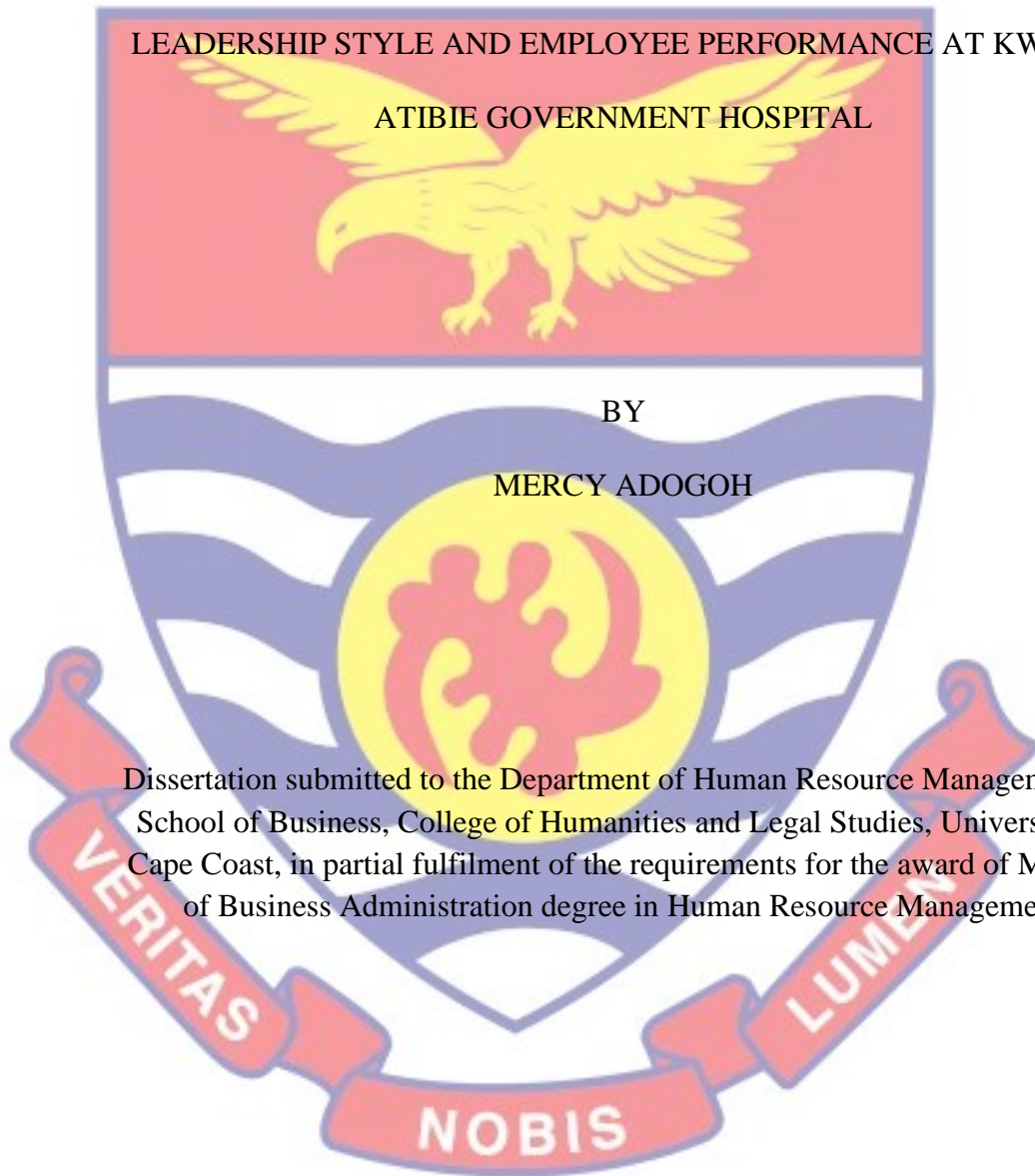
LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE AT KWAHU

ATIBIE GOVERNMENT HOSPITAL

BY

MERCY ADOGOH

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



NOVEMBER 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: .....

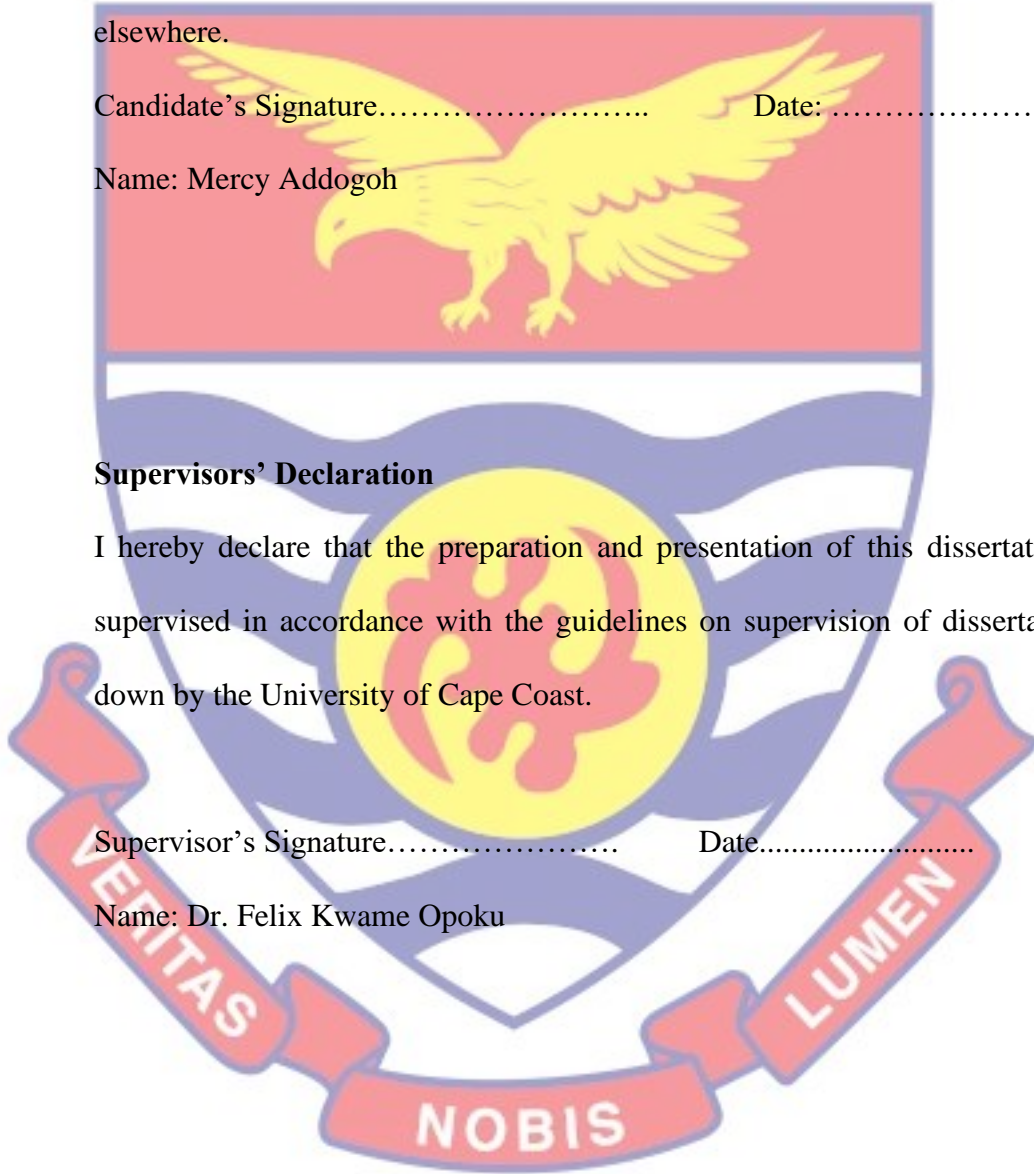
Name: Mercy Addogoh

### Supervisors' Declaration

I hereby declare that the preparation and presentation of this 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. Felix Kwame Opoku



## ABSTRACT

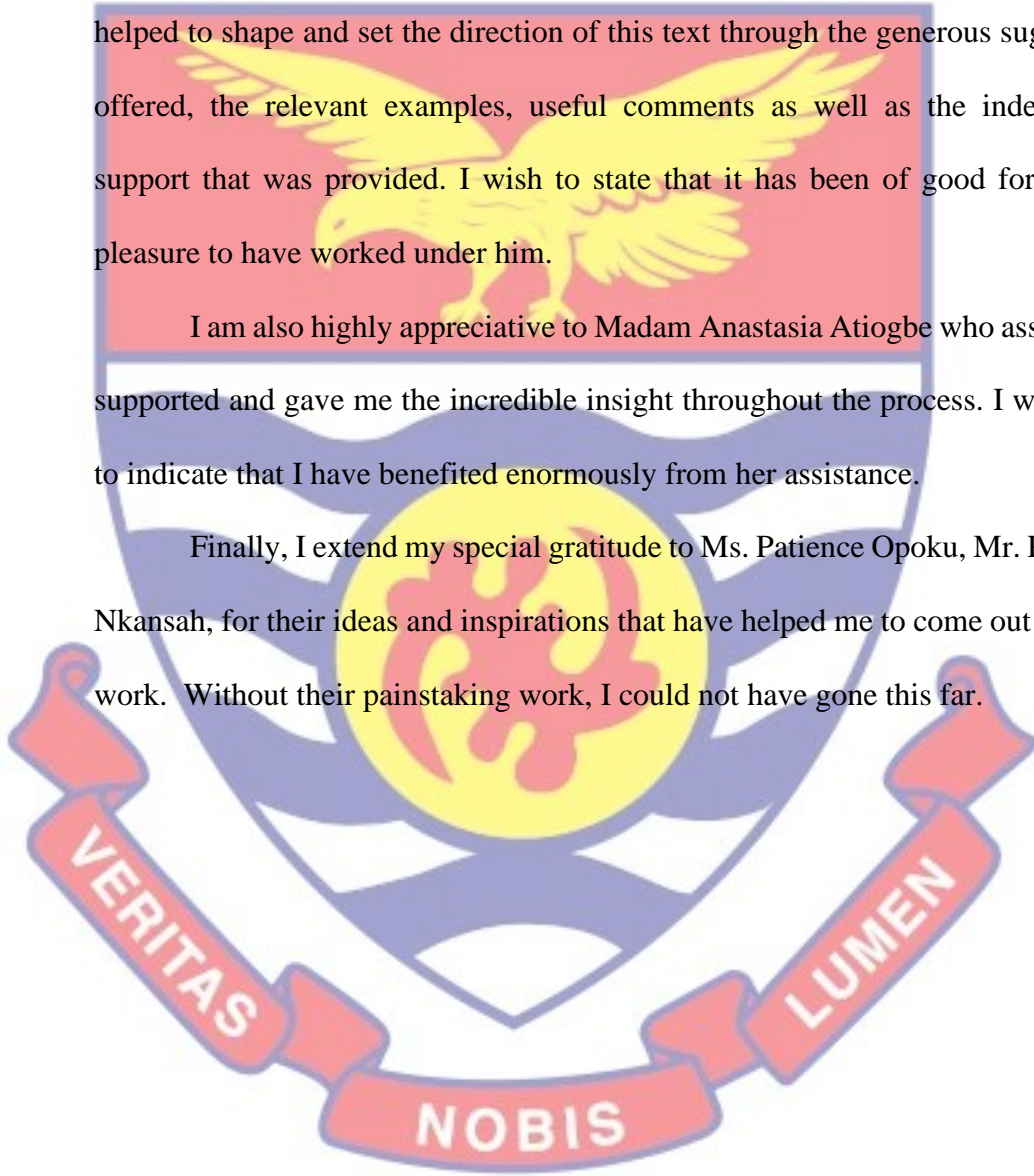
The primary purpose was to assess the influence of leadership styles on employee performance at Atibie Government Hospital. A quantitative methodology was adopted for this study and this research used descriptive survey design. Two hundred and twenty-one (221) was the total population number and 144 sample size was drawn from the population. A self-constructed closed-ended questionnaire was the key instrument used to collect information from respondents. Descriptive statistics were employed to tackle objectives one and linear regression analysis for objective two and three. The study established that most of the respondents consented with how management of Atibie Government Hospital exhibit both transformational and transnational leadership styles. Also, the study found a weak positive correlation between transformational leadership and employee performance at Atibie Government Hospital as well as between the transactional leadership and employee performance. It was concluded that there was a statistically significant relationship between transformational and transactional leadership styles and employee performance at the Atibie Government Hospital. The study recommends that management of the hospital should maintain credibility in the implementation of the various leadership practices to enhance staff performance.

## ACKNOWLEDGEMENTS

It would have been impossible for me to complete this work without the enormous contribution and significant support of some individuals. I am particularly thankful to Dr. Felix Kwame Opoku, my supervisor, who greatly helped to shape and set the direction of this text through the generous suggestions offered, the relevant examples, useful comments as well as the indefatigable support that was provided. I wish to state that it has been of good fortune and pleasure to have worked under him.

I am also highly appreciative to Madam Anastasia Atiogbe who assiduously supported and gave me the incredible insight throughout the process. I would like to indicate that I have benefited enormously from her assistance.

Finally, I extend my special gratitude to Ms. Patience Opoku, Mr. Paul Kofi Nkansah, for their ideas and inspirations that have helped me to come out with this work. Without their painstaking work, I could not have gone this far.



## DEDICATION

To my family



## TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF TABLES	ix
LIST OF FIGURES	xi
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Purpose of the Study	6
Objectives of the Study	6
Research Questions	6
Significance of the Study	6
Delimitation	7
Definition of Terms	7
Organisation of the Study	8
CHAPTER TWO: LITERATURE REVIEW	
Introduction	9
Theoretical Review	9
Transactional Leadership Theory	9
Transformational Theory	10

Concept of Leadership	11
Transformational Leadership	12
Transactional Leadership	16
Employee Performance	19
Relationship Between Leadership and Employee Performance	23
Transformational Leadership and Employee Performance	25
Transactional Leadership and Employee Performance	27
Conceptual Framework	28
Chapter Summary	30
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	31
Research Approach	31
Research Design	32
Study Area	33
Population	33
Sampling Procedure	33
Data Collection Instrument	34
Data Collection Procedures	35
Data Processing and Analysis	36
Reliability and Validity	36
Ethical Consideration	38
Chapter Summary	38
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	



Introduction	39
Demographic characteristics of respondents	40
Leadership Styles Demonstrated by Leaders at Atibie Government Hospital	42
Examine the Effect of Transformational Leadership Practices on Employee Performance at Atibie Government Hospital	47
Examining Transactional Leadership Practices on Employee Performance at Atibie Government Hospital	50
Chapter Summary	54
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	55
Overview	55
Summary of Key Findings	56
Conclusions	57
Recommendations	58
Suggestion for Further Research	59
REFERENCES	60
QUESTIONNAIRES FOR STAFF	74

## LIST OF TABLES

Table		Page
1	Reliability Statistics	37
2	Demographic characteristics of Respondents	40
3	Leadership Styles of Management of Atibie Government Hospital	43
4	Model Summary	47
5	ANOVA	48
6	Coefficients	49
7	Model Summary	50
8	ANOVA	51
9	Coefficients	53



## LIST OF FIGURES

Figure		Page
1	Conceptual Framework	29



## CHAPTER ONE

### INTRODUCTION

Leadership is an art of motivating a group of people to achieve a specific goal. Keith (2009), defined leadership as an ultimately about creating a way for people to contribute to making something extraordinary happen. Moreover, according to Hersey and Blanchard (2018), leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. In order to improve the organisational performance leaders are required to motivate organisational members by developing the future vision.

#### Background to the Study

In today's society, flow of life depends on effective leadership in several aspects such as; organisations development, survival of community, work function and effective performance. Organisations have been established to address social needs and group activities. However, over the years, leadership has presented a major challenge to practitioners and researchers alike (Welch, 2011). Leadership is a hugely valuable and complex phenomena. It is a process that is comparable to management in many aspects, as it involves influence and requires interacting with people, both of which management requires (Woods & Woods, 2010). According to Tepper and Taylor (2013), a manager's leadership style and support have a significant impact on employee engagement.

Leadership is not "one size fits all" thing; often, a manager must adapt their style to fit a situation or a specific group and this is why it is useful to gain a thorough understanding of various leadership styles; after all, the more approaches

the manager is familiar with, the more tools they will be able to use to lead effectively (Selznick, 2011). The concept and definition of leadership style may differ from one person, or situation, to the other. The word “leadership” has been used in various aspects of human endeavour such as politics, businesses, academics, and social works (Fu-Jin., et al., 2010; Hackman & Wageman, 2007). Previous views about leadership show that it is a personal ability (Akpa, et al., 2011). Although the importance of quality healthcare in nation building cannot be over emphasized, it is dependent on effective administration and leadership style in the healthcare institutions (Olowookere & Elegbeleye, 2013; Awolusi, 2013). The success of the Ghanaian healthcare system is highly dependent on the leadership style it adopts. Through an effective leadership, employees are motivated to contribute to the growth and development of their various institutions.

Leadership, as described by Cummings, et al. (2018), is one of the key determinants associated with the success and failure of any health organisation. According to them, leadership style is the manner in which people are directed and motivated by a leader to achieve organisational goals. Leadership in the healthcare is seen as a crucial theme in the growth agenda as it acts as a core agency for achieving every health goal, and this explains why it is part of the six building blocks (Alam & Mohammad, 2010). Many researchers and scholars have clarified the meaning of leadership (Asaman, et al, 2016; Cummings, et al. 2010) and in their definitions, it was realized that leadership is not just about having the power to command, but also a process of seeking ways to achieve organisational goals

through inspiration, providing support, influencing subordinates, sharing ideas and putting into practice what the leader wants the subordinates to do.

Leadership in health care has been defined as mobilising, influencing and communicating the organisational vision to inspire, motivate and empower others to work towards achieving this vision (Acquino 2015; Khan, et al., 2018). Effective leadership requires some managerial skills, and vice versa. Two leadership styles widely discussed in the literature are: transformational and transactional (Afsar, et al., 2017; Kark, 2018; Purwanto, et al., 2019). Transformational leadership is able to guide subordinates to feel intrinsically motivated to perceive their performance in terms of the interest of the general good, so they strive to promote organisational goals (Alrowwad & Abualoush, 2020; Delegach, et al., 2017). Elements of transformational leadership include intellectual stimulation by encouraging worker creativity and innovation, encouragement and support through mentorship, inspirational motivation through presenting a clear vision, meaning of task, empowering and giving subordinates challenging tasks. Leaders also have charisma and serve as role models who take initiatives (Reza, 2019).

Transactional leadership on the other hand is defined as leadership style that ensures that workers work according to the rules and regulations of the organisation (Mickson & Anlesinya, 2019). Transactional leadership style punishes those who do not work hard and rewards those who are hard working. It also includes leaders who would wait till things go wrong, then they come in to punish, correct and teach them (Aberese-Ako et al., 2018). Bass (1990) contends that transactional leadership is more feasible to organisations in modern times in getting their staff to perform

tasks for a fee. However, Bass (1990) argues that such an approach gives room to mediocrity, as it is ineffective and counterproductive, because staff might not take initiatives but will only wait for events to occur before they take action. Studies suggest that transactional leadership can only be exercised when the leader has power to reward and to punish, which is lacking in most public sector organisations (Bass 1990). However, Jameel and Ahmad (2019) argues that transactional leadership has proven to be effective for change and efficiency compared to other leadership styles.

In resource poor countries such as Ghana, studies suggest that negative worker attitudes including absenteeism, conflicts, lateness to work, poor citizenship behaviour, which have a direct impact on quality of health care provision in public health facilities are largely an outcome of poor worker motivation (Aberese-Ako et al., 2015; Agyapong & Boamah, 2013; Ansong-Tornui et al., 2017; Mbindyo, et al., 2009). Motivated workers exhibit positive attitudes that ensure that work is done efficiently and quality care provided to clients (Aberese-Ako et al., 2015; Purohit & Bandyopadhyay, 2014). Leadership style can influence job satisfaction and worker motivation (Okello & Gilson 2015).

Transactional leadership has been noted to motivate workers through an exchange process involving extrinsic rewards, rules and compliance (Caillier, 2014). Transformational leadership on the other hand has been noted to motivate workers through inspiring them to rise above their personal interest for the good of the organisation and its goals (Zhang & Bartol, 2010). Aberese-Ako1 et al. (2018) found that effective district hospital management and leadership is influenced by

contextual factors; and not just individual manager's knowledge and skills. According to them there should be interventions to strengthen management and leadership of public sector hospitals in low- and middle-income countries like Ghana by underpinning the study with transformational and transactional leadership theory.

### **Statement of the Problem**

Any successful healthcare system must have strong leadership, which is both essential and necessary. The Director of the Ghana Health Service cited a lack of teamwork and team building as two significant barriers inhibiting the successful delivery of health services in the nation in the introduction to the 2018 Ghana Health Service Annual Report (Kyilleh, Tabong & Konlaan, 2018; Fonta et al, 2017). The medical professionals at Atibie Government Hospital as well as the rest of the nation ought to take this as a serious wake-up call. This illustrates the leadership dilemma in the health sector. Strong leaders must be given top attention in Ghana's reforms to the health sector due to the global dearth of leadership in transformative and visionary healthcare.

There is a wealth of research on the connection between leadership and worker performance. However, the majority of these studies were carried out in Europe, America, and some regions of Asia (Cummings et al, 2018; Khan, Sentosa & Salman, 2018; Purwanto et al, 2019; Kark et al, 2018; Afsar, et al, 2017). There has been little investment in and research into leadership methods in Ghana and Africa as a whole (Aberese-Ako et al, 2015; Ansong-Tornui et al, 2017). Due to the lack of study on management techniques and other aspects influencing



employee performance, Ghana also bears the risk of further depletion or escalating its human resource issues, according to the Amoah (2018). This research is necessary to identify any vulnerabilities to employee underperformance and to take advantage of any strengths that are found. This study intends to investigate how leadership style affects worker performance at the Atibie Government Hospital.

### **Purpose of the Study**

The general purpose of the study was to assess the influence of leadership practices on employee performance at Atibie Government Hospital.

### **Objectives of the Study**

The specific objectives of the study were:

1. To identify the leadership practices demonstrated by leaders at Atibie Government Hospital.
2. To examine the effect of transformational leadership practices on employee performance at Atibie Government Hospital.
3. To examine the effect of transactional leadership practices on employee performance at Atibie Government Hospital.

### **Research Questions**

The study was guided by the following research questions:

- 1) What is the leadership practice demonstrated by leaders at Atibie Government Hospital?
- 2) What is the effect of transformational leadership practices on employee performance at Atibie Government Hospital?

- 3) What is the effect of transactional leadership practices on employee performance at Atibie Government Hospital?

### **Significance of the Study**

The findings of this study will be of crucial contribution to the understanding of leadership in the healthcare and its effect on employees' performance in Ghana as it appears to have a few studies in the local context. This research will also provide healthcare leaders with opportunities to examine their own management leadership styles as well as focus on how they influence the job performance of their subordinates. Findings from this research may also form the basis for the creation of structured in-service training sections for current and future leaders in healthcare.

### **Delimitation**

The study is delimited to only Atibie Government Hospital and all other hospitals are excluded. However, these other hospitals can adopt the recommendations from this study. The variables under this study are leadership practices as the independent variable and employee performance as the dependent variable. The target population are the subordinate employees who work under leaders at the various units and excludes nurses and doctors who hold positions.

### **Definition of Terms**

The practice of *leadership* as used in this study encompasses all a leader's instructions, plans and programs and how plans and programs are executed and how workers are empowered to do their job.

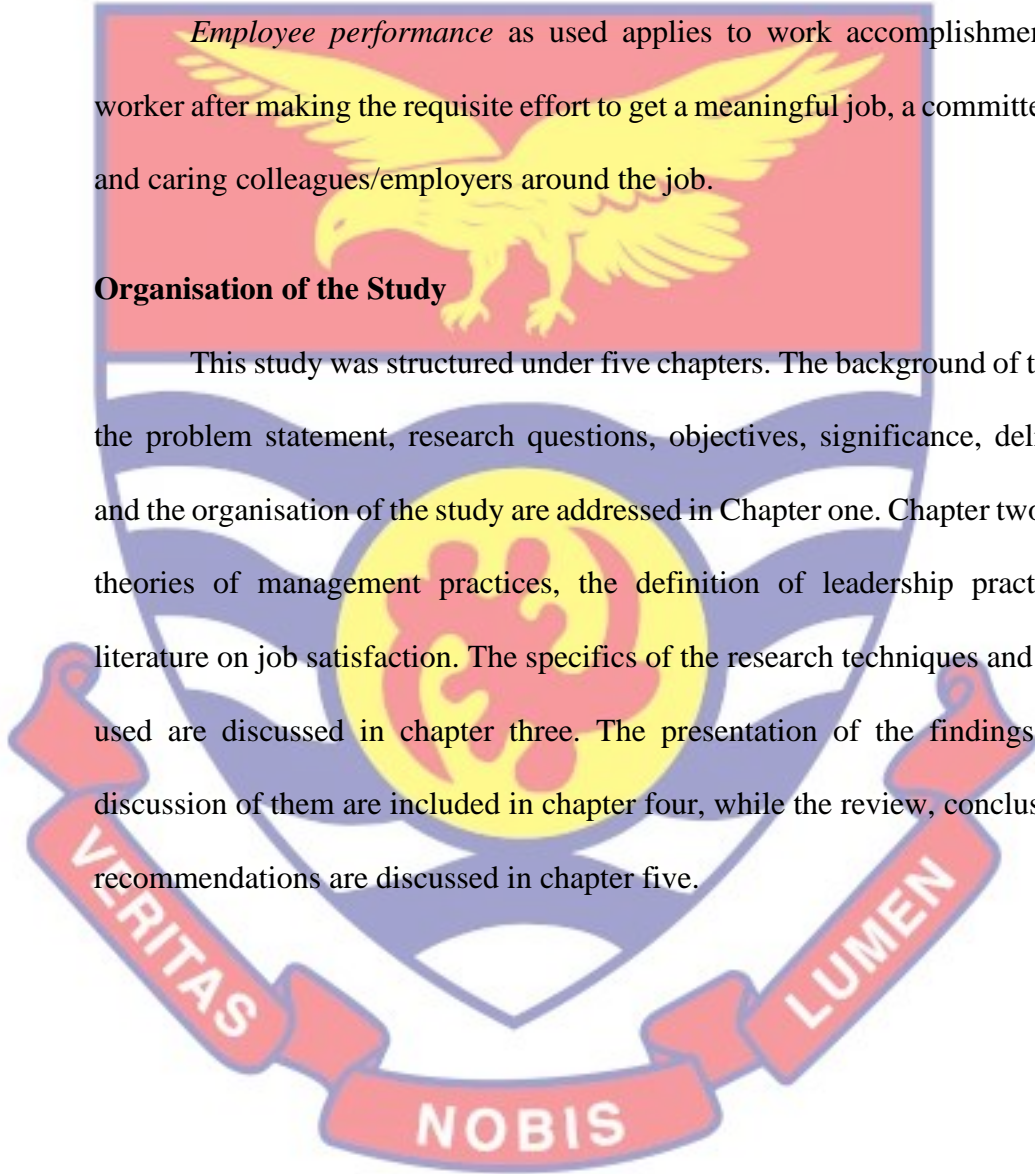
*Transformational leadership* is defined as a leadership approach that causes change in individuals and social systems.

*Transactional leadership* focuses on supervision, organization, and performance.

*Employee performance* as used applies to work accomplishment of the worker after making the requisite effort to get a meaningful job, a committed profile and caring colleagues/employers around the job.

### **Organisation of the Study**

This study was structured under five chapters. The background of the study, the problem statement, research questions, objectives, significance, delimitation and the organisation of the study are addressed in Chapter one. Chapter two reviews theories of management practices, the definition of leadership practices and literature on job satisfaction. The specifics of the research techniques and methods used are discussed in chapter three. The presentation of the findings and the discussion of them are included in chapter four, while the review, conclusions and recommendations are discussed in chapter five.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter presents the theoretical, conceptual and empirical reviews on leadership and employee performance. It concludes with the conceptual framework of the study.

#### Theoretical Review

This study is underpinned by transformational and transactional theories of leadership.

#### Transactional Leadership Theory

The transactional theory is based on reciprocity where leaders not only influence followers but are under their influence as well (Ma & Jiang, 2018). Some studies revealed that transactional leadership show a discrepancy with regard to the level of leaders' action and the nature of the relations with the followers. Bass and Avolio (1994) observed transactional leadership as a type of contingent-reward leadership that had active and positive exchange between leaders and followers whereby followers were rewarded or recognized for accomplishing agreed upon objectives.

These rewards from the boss may imply appreciation for merit raises, bonuses, and job accomplishment. Positive reinforcement, merit-based remuneration for promotions, improved performance, and cooperation for collegiality could all be exchanged for good work. Instead, the leaders could

concentrate on mistakes, refuse to act, and put off making decisions (Cho, Shin, Billing & Bhagat, 2019). This approach is known as "management by exception," and it can be divided into passive and active transactions. The timing of the leaders' engagement determines how these two sorts of transactions differ from one another.

The leader regularly assesses performance in the active form and makes an effort to act pro-actively (Avolio & Bass, 1997).

### **Transformational Theory**

Transformational leadership theory was introduced by Burns (1978) and distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organisation and a course that will yield certain superior social dividend (Eliyana & Ma'arif, 2019).

The transformational leaders raise the motivation and morality of both the follower and the leader (House & Shamir, 1993). It is considered that the transformational leaders engage in interactions with followers based on common values, beliefs and goals. This impacts the performance leading to the attainment of goal. As per Bass, transformational leader, attempts to induce followers to reorder their needs by transcending self-interests and strive for higher order needs.

Transformational leadership theory conforms the Maslow (1954) higher order needs theory. Transformational leadership is a course that changes and approach targets on beliefs, values and attitudes that enlighten leaders' practices and the capacity to lead change. The literature suggests that followers and leaders set aside personal interests for the benefit of the group. The leader is then asked to

focus on followers' needs and input in order to transform everyone into a leader by empowering and motivating them (House & Aditya, 1997). Emphasis from the previously defined leadership theories, the ethical extents of leadership further differentiate the transformational leadership (Ghasabeh et al, 2015).

The ability of the transformational leaders to see the need for change, win the support and commitment of others, develop a vision that directs change, and embed the change is what makes them effective (Bums, 2003). These leaders give each subordinate personalized attention and try to improve their consciousness, morals, and talents by making their work meaningful and challenging (Andersen, 2015). These leaders appear to have a positive and reassuring outlook for the future. They are inspirational leaders who try to enlist the better nature of their followers to nudge them in the direction of higher and more universal wants and goals (Bums, 2003).

### **Concept of Leadership**

Leadership is an art of motivating a group of people to achieve a specific goal. Keith (2009), defined leadership as an ultimately about creating a way for people to contribute to making something extraordinary happen. Moreover, according to Hersey and Blanchard (2018), leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. In order to improve the organisational performance leaders are required to motivate organisational members by developing the future vision. It is the human factor which binds a group together and to improve their performance and to direct them towards goals (Adair, 2012). Therefore, leadership can also be

defined as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organisation goals (Omolayo, 2017), and transforms potential into reality.

A leader is a person who delegates or influencing others to act to carry out specified objectives (Mullins, 2014). Therefore, Koudri (2019), suggested that, leaders have to deal and cope with change, focusing on the long-term and the big picture, not always doing to safe himself in fact to take risks, and concentrating on people and their values, not just the bottom line. Therefore, leadership has fundamental aim to raise the performance of human behaviour and ethical aspiration of both leader and the management rather simply using people and their potential for fulfilling an organisation 's goals. The effective leadership highly influence on the performance, behaviours and attitudes of employees. Hence, according to Collins (2015) leadership is more focus on empowerment rather than control for the development of employees 'performance. Therefore, organisations required effective leaders who can adopt to the rapidly changing global environment with appropriate leadership styles. Moreover, good leader should have ability to employ most suitable leadership style which best fits with the organisational culture to improve employee performance.

### **Transformational Leadership**

The term "transformational leadership" refers to a leadership style that affects both individuals and social systems to change. It promotes valuable and good change in followers in its ideal form, with the eventual goal of growing followers into leaders. Transformational leadership invented as a result of the

researcher Bass (1985), which is one of the effective leadership styles. According to Bass (1997), the goal of transformational leadership is to transform ‘people and organisations in a literal sense to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building. Therefore, transformational leaders provide guidance for employees to change the way of looking at opportunities and challenges within their working environment (Gomes, 2014). Leaders seek not only to achieve outcomes but also to optimize individual, group and organisational development and innovation skills of employees. They encourage their associates to attempt higher levels of potential as well as higher levels of moral and ethical standards (Ghasabeh et al, 2015). Therefore, transformational leaders are more practical.

Leaders and employees getting time to share fates and interdependence by improving mutual understanding of each other. It enhances them to achieve rewards which is good for the entire organisation. According to Bass et al. (2013), transformational leaders will focus on developing their followers by tapping them of their potentials, inspiring them, promoting collaboration, motivating them, and by reinforcing positive behaviours. In such a leadership employee often develop a high level of trust and confidence. Thus, the employees develop a strong sense of loyalty to leaders, after identifying themselves with the leaders. The style has been composed of four dimensions such as; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Storey, 2014). In fact, all these transformational leadership behaviours (individualized consideration,



inspiration, intellectual stimulation and charisma) provide high-performance and active leadership which has positive and high impact on employee satisfaction and improvement of organisational situation (Hoy & Miskel, 2018). These four styles are often referred to as the Four I's of transformational leadership which is described in below:

**Individualized Consideration:** These types of leaders spend time coaching and teaching their followers after considering each follower needs. all the followers treated as individuals, rather than simply group members. Leaders providing support, open communication and identifying places where challenges could occur enhanced to promote self-development for followers. Moreover, it provides a good opportunity to hold the need for respect and to identify the contribution of each follower to the team.

**Intellectual Stimulation:** This is the second factor of transformational leadership which tends leader to seek different perspectives of followers while solving a problem. Even though leaders have to take a risk within this behaviour, this style motivates and encourage creativity of followers to look at those problems from a different angle and to get rid of traditional thinking by suggesting new ways of looking at how to complete assignments. Therefore, this style capable of cultivate and develop people who think independently. Followers are invited to ask questions, to make assumptions and more often re-examine critical assumptions to question if those assumptions are appropriate and accurate. Moreover, for a leader this provides an opportunity to learn about unexpected situations though their followers. This factor of transformational leadership is engrained naturally within

the social sector because employees are often attracted to certain non-profits because they are aware of the direct impact they can make.

**Inspirational Motivation:** This is the third factor of transformational leadership, which concerns followers those who talk optimistically about the future; therefore, the leaders articulate a convincing vision to inspire followers. They talk about positive future goals that what needs to be accomplished. Followers have to be more confident about their future goals what need to be achieved. A person who uses inspirational motivation also creates an exciting image of what is essential to consider. However, this motivational behaviour drives entire group forward with a sense of team spirit, creating general enthusiasm—especially towards difficult challenges. The main objective of this factor of transformational leadership is to maintain optimism throughout all levels of the organisation by encouraging them to invest more effort in their tasks considering their abilities.

**Idealized Influence:** The fourth and final component of transformational leadership is idealized influence. This enables followers to identify with the leader's high moral standards, inspires pride, and earns respect and trust, all of which are typically associated with or equated with charisma. Leaders who want to build a strong group will put others' needs ahead of their own by making compromises from their own comfort zones. To show that they can comfort others that they can overcome problems, these leaders frequently discuss their core principles and beliefs as well as the value of trusting one another. because team members view the leader as an iconic representation of the organization's beliefs and mission. Increased personal commitment to organizational goals is encouraged by

transformational leadership. According to Bass & Avolio (2013), transformational leadership happens when leaders widen and elevate the interests of their team members, create knowledge and acceptance of the goals and missions of the organization, and inspire team members to put the group's needs ahead of their own.

As a result, it increases the followers' capacity, commitment, and efforts, resulting in increased productivity for the organization (Lok & Crawford, 2019; Mannheim & Halamish, 2018). As a result, the majority of western nations have incorporated transformational leadership as a strategy for organizational development. According to a recent study by Chang (2013), transformational leadership styles tend to be more well-liked by staff members and have an impact on their level of job satisfaction and creativeness.

### **Transactional Leadership**

Transactional leadership is defined by control, organization, and short-term planning. Leaders who adopt this style rely on a system of rewards and punishment to motivate their followers. There are also a few key assumptions associated with transactional leadership: Rewards and punishments are motivating for followers. A transactional style of leadership purely concentration on everything in terms of explicit and implicit contractual relationships. Self-interest for the jobs of employees is stressed due to various conditions of employment, disciplinary codes, and benefit structures along with all job assignments. Most of the time less collaboration can be seen among employees because, most of them prefer to work individually. However, transactional leadership allows leaders and follower to work together rather working individually. Moreover, followers are rewarded if

they meet targets or performance criteria (Trottier et al., 2018; Bass et al., 2013). Transactional leaders communicate with their subordinates to explain how a task must be done and let them know that there will be rewards for a job done well (Avolio et al., 2011).

Transactional Leadership gives more weight on meeting specific goals or objectives (James & Collins, 2018; Sosik & Dinger, 2017) established by the leader. Leader should be capable of recognizing the followers who should be rewarded based on their performance. Hence, innovative thinking of subordinates of transactional leaders are not essential. However, based on predetermined performance can be monitored. More effective transactional leaders take appropriate action in a timely manner, whereas Poor transactional leaders may be less likely to anticipate problems and to intervene before problems come to the fore (Bass et al., 2013). Constructive and corrective transactions are the associated behavioural types of transactional leaders.

The constructive style is labelled contingent reward and the corrective style is labelled Management-by-Exception (Bass et al., 2013) which associates with 'management' functions in organisations (Bolden et al., 2013). To achieve these behaviours, transaction leaders should define expectations and execute them. Having compared to transformational leadership style transactional leadership style is more effectively fits with many settings and occasions although it does not allow to innovations and risks management. Moreover, A transformational leadership style creates a vision and inspires subordinates to strive beyond required expectations, whereas transactional leadership focuses more on extrinsic

motivation for the performance of job tasks (Bolden et al., 2013, Trottier et al., 2018; Bass et al., 2013). Transactional leadership accept innovations through reinforcement and rewards, whereas transformational leadership would lead to accept innovations by developing enthusiasm, trust, and openness.

Considering the above argument, to improve the employee performance combination of these two leadership styles would minimize the weaknesses in either style. Bass (1993), have developed the leadership model by considering both transformational leadership and transactional leadership styles based on his belief that they are not ends on a single continuum. For exceptional performance, transformational leadership behaviours need to augment transactional leadership behaviours (Bass & Avolio, 1993). Therefore, the best performance can be achieved by using both transactional and transformational leadership behaviours with subordinates. Transactional leadership consists of two dimensions. the relationship among those dimensions is oriented toward leader–employee exchanges, and they represent relatively low forms of leader activity and involvement (at least when compared with the transformational dimensions).

The transactional leadership dimensions are contingent reward and the active management by exceptional behaviours. Contingent reward is an interaction process between leaders and employees where leaders exchange promising rewards for good performance and recognize accomplishments. Contingent reward involves identifying employees ‘needs and facilitating the achievement of agreed objectives, linking both to what the leaders expect to accomplish, and rewarding employees if objectives are met (Bass, 2018). Contingent reward leaders tell an employee what

to do if he/she wants to be rewarded for his/her effort and arranges that the employee gets what he/she wants in exchange for achieving objectives (Bass, 2015).

On the other hand, management-by-exception entails enacting pro-active behaviours that try to prevent mistakes. Active management-by-exception leaders are monitoring employees' performance, anticipating any deviations from standards, and taking corrective action (Bass & Avolio, 1993). According to Bass and Riggio (2016), active management-by-exception may be effective and even required in some situations, such as when safety is of paramount importance.

### **Employee Performance**

The concept of "employee performance" means the work accomplishment of the worker after making the requisite effort to get a meaningful job, a committed profile, and caring colleagues/employers around the job (Karakas, 2010). At the most fundamental level, performance is a multi-component term, and the process aspect of performance, namely behavioural engagement, can be distinguished from an expected outcome (Mallick et al, 2014). The behaviour here denotes the action people exhibit to perform a job, while the result component states the consequence of the work behaviour (Campbell, 2014). The behavioral involvement and expected outcomes are evidently linked to each other in a workplace (Borman & Motowidlo, 2013), but the extensive overlap between the two constructs is not yet clear, as the expected outcome is affected by variables such as motivation and cognitive ability rather than the behavioural component. Performance in the context of task

performance requires explicit work habits that include simple tasks assigned as part of the job description.

Task performance requires more cognitive skills and is mainly promoted by task knowledge (required technical knowledge or concepts to ensure job performance and the ability to manage multiple tasks), task skills (application of technical knowledge to execute tasks efficiently without much oversight) and task habits (an innate ability to respond to assigned jobs that are successful) (Lievens et al, 2008). Therefore, the desire to do the job and previous experience are the key antecedents of task performance. Task performance is a contractual understanding between a manager and a subordinate in an organisational context to achieve an assigned task. Entrusted task performance is divided into two segments: performance of the technical-administrative task and performance of the leadership task.

The expected job performance is called technical-administrative task performance, consisting of planning, organizing, and administering the day-to-day work through one's technical capacity, business judgment, and so on. The performance of the leadership role is labeled by setting strategic targets, upholding the performance standards needed, inspiring and directing others to perform the job through encouragement, recognition and constructive criticism (Tripathy, 2014). In the context of task performance, Borman and Motowidlo (2013) described job performance as the efficiency with which job occupants perform their assigned tasks, which realizes the fulfillment of the vision of the organisation while proportionately rewarding organisations and individuals.

Effective adaptive performance requires the ability of employees to deal effectively with volatile work conditions (Baard et al, 2014), such as technological changes, changes in one's core job assignment, organisational restructuring, and so on. As an offshoot of technological innovation, developments in different new occupations require employees to engage in new learning and to adapt effectively to changes (Griffin et al, 2010). In such changed circumstances, staff are also expected to adjust their interpersonal behaviour to work successfully with a wide range of peers and subordinates. Griffin, Griffin et al (2010) cited in the context of healthy job performance that job skills can help perform tasks, but adaptability and proactivity to one's job role is important to address uncertain business environments.

In addition to the mission and adaptability, attempts were made to assess the importance of non-job performance elements to create a better workplace (Viswesvaran, & Ones, 2000). Industrial psychologists have referred to such non-job components as contextual performance of organisational citizenship activity that relates to employees' voluntary acts (Bateman, & Organ, 2013) that intangibly favor employers. Contextual performance is a kind of social behavior exhibited in a job set-up by individuals. These behaviours are expected of an employee, but in one's job description they are not publicly listed.

Motowidlo (2016) defined it as a behavior performed by a member of an organisation, directed at a person, group, or organisation with whom the member interacts while performing his or her organisational role, and ultimately carried out with the intent of promoting the improvement of the individual, group or



organisation to which he or she interacts. Many influential researchers in this field have advocated that expected job performance carries two essential dimensions in support of the aforementioned ideology; one as the work needed by an organisation associated with one's role and the other as the discretionary work behaviour (LePine, Erez, & Johnson, 2002; Van Dyne, & Lepine, 1998).

Impressing the significance of voluntary work behaviour or non-task performance, it was later coined by psychologists as a contextual performance that helps others adapt to the various roles of the job (Borman, & Motowidlo, 1993; Motowidlo, & Van Scotter, 1994; Motowidlo et al, 1997). Bergeron (2007) advises that multiple sub-dimensions" such as teamwork, allegiance, and determination should consist of contextual performance. An active employee is assumed to work with a sense of enthusiasm that contributes to translation into not only high performance but additional role behaviour (Kahn, 1990). The contextual performance is built on the basis of the "feeling and perspective" adopted by employees regarding their colleagues (team spirit).

A kind of fellow feeling is strengthened by the team spirit, where workers are happily and openly able to discuss their concerns and issues with each other within the company (Jaworski, & Kohli, 2013). In this context, previous studies have advocated that growth in team spirit within an enterprise result in improved performance of workers and a happier workplace (Alie, Beam, & Carey, 2018; Boyt, Lusch, & Naylor, 2018; Cohen, & Bailey, 2019). Contextual performance is a kind of attitude such as volunteering for additional work, helping others solve difficult tasks, maintaining workplace excitement, cooperating with others when

appropriate, sharing vital organisational development tools and knowledge, complying with the prescribed rules and regulations, and promoting organisational decisions for better change (Coleman, & Borman, 2010; Crook, Beier, Cox, Kell, Hanks & Motowidlo, 2011).

Positive behaviour contributes to the development of an organisation's stimulating atmosphere and environment, which helps to achieve individual productivity and organisational effectiveness. It is proposed to incorporate personality assessments and group discussion to measure the capacity of a prospective candidate for contextual performance along with efficiency tests (functionality and experience tests) to measure their job performance in order to select and induce the right workers in organisations. In recent years, several methods and taxonomies have been developed to assess employee performance, keeping these aspects in mind.

### **Relationship Between Leadership and Employee Performance**

Relationship between leadership style and employee performance has been discussed often. Most research results showed that the leadership style has a significant relation with the employee performance, and different leadership styles may have a positive correlation or negative correlation with the employee performance, depending on the variables used by researchers (Buil et al, 2019; Chen et al, 2014; Walumbwa et al, 2011). Sun (2002) compared the leadership style with the leadership performance in schools and enterprises, and showed that the leadership style has a significantly positive correlation with the employee performance in both schools and enterprises. Business managers attributes their

success to leadership efficiency, i.e., administrative supervisors' leadership style has a significant impact on the organization's performance (Terry, 2020). The leadership style of a leader has a significant impact on staff work performance. It also implies that leadership style has an impact on organizational performance.

The leadership style determines the organisational performance that subordinates need realize, and gives suggestions and feedback to execution. In this course, subordinates can know the requirements of their role and executives can know demands of subordinates at the same time (Iqbal, Anwar & Haider, 2015). Thus, under the leadership style of executives, subordinates can make organisational requested performance and get their rewards. Leadership style should be properly and carefully used to guide and motivate subordinates (Elenkov, 2020). Campbell (2017) thought that when executives use their leadership style to concern, care and respect for employees, it would increase self-interests of employees in work as well as organisational promises, enable them to make better performance in work place and affect their job satisfaction. Howell and Frost (2019) and Bryman (2019) also presented that there is a positive relation between the leadership style and the employee performance.

Findings of Pradeep and Prabhu (2011), Tsigu & Rao (2012), Ejere and Abasilim (2013), Kehinde and Banjo (2014), and Gimuguni et al. (2014) confirm that there is a significant positive relationship between both transformational and transactional leadership styles and employee performance. Rassol et al. (2015) found that the impact of transactional leadership on job performance was not much stronger when compared with transformational leadership. As per Raveendran &

Gamage (2019), The impact of transactional style on performance is not significant. This finding is consistent with the results reported in Jayasingam, Ansari and Jantan (2009). Pradeep and Prabhu (2011) found that transformational leadership behaviors and transactional contingent reward leadership behaviors to be positively related to employee performance.

Elgelala and Noermijatib (2014) found that transformational leadership had a significant positive impact on employee motivation and employees' job satisfaction, but had no significant effect on employee performance. The study of Andreani and Petrik (2016) also showed that there was a significant impact of transformational leadership on job satisfaction, as well as on employee performance. Cavazotte et al (2013) reported that perceived transformational leadership was associated with higher levels of task performance, and helping behaviors. A recent study by Torlak and Kuzey (2019) revealed that all of the components of transformational leadership had a significant positive association with employee performance.

### **Transformational Leadership and Employee Performance**

Wang et al (2011) studied transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. Based on 117 independent samples over 113 primary studies, the meta-analytic study showed that transformational leadership was positively related to individual-level follower performance across criterion types, with a stronger relationship for contextual performance than for task performance across most study settings. In addition, transformational leadership was positively related to performance at the team and

organisation levels. Moreover, both meta-analytic regression and relative importance analyses consistently showed that transformational leadership had an augmentation effect over transactional leadership (contingent reward) in predicting individual-level contextual performance and team-level performance.

Sundi (2013) also assessed the effect of transformational leadership on employee performance of Konawe Education Department at Southeast Sulawesi Province. The study adopted an explanatory approach and used associative primary data from questionnaires. Sample size was determined by Slovin formula. Number of samples is 126 respondents from 185 Konawe Bureau staff. Analysis technique used was descriptive statistical analysis using path analysis tool. Partial test results revealed that the effect of transformational leadership on performance is 0.646. With the result, it indicated that either partial or simultaneous test the variables have positive and significant effect.

Further, Buil et al. (2019) examined the relationship between transformational leadership and employee performance: The role of identification, engagement and proactive personality. Data from 323 frontline hotel employees were analyzed using partial least square regression. Results show that identification and engagement fully mediate the relationship between transformational leadership and organisational citizenship behaviors, whereas engagement partially mediates the link between transformational leadership and job performance. Results indicate a sequential mediation effect of identification and engagement on employee performance.

## Transactional Leadership and Employee Performance

Vecchio et al (2008) examined the utility of transactional leadership for predicting performance and satisfaction within a path-goal theory framework. Data were collected from 179 high school teachers and their principals were examined with hierarchical regression analysis. Augmentation analysis indicated that transactional leadership had a stronger role in explaining unique criterion variance beyond the contribution of transformational leadership, than did transformational leadership relative to transactional leadership. In addition, the transactional leadership had a negative interactive relationship for predicting the outcome of performance, such that leader vision and leader intellectual stimulation were more positively correlated with employee performance when leader use of contingent reward was low.

Brahim et al (2015) examined the effect of transactional leadership on employees' performance-case study of 5 Algerian banking institutions. A quantitative survey instrument was designed to analyze their opinions. Quantitative survey instrument design was adopted as the most cost efficient for this research. Convenience sampling method was utilized. As far as the research time frame was concerned, it was performed in a cross-sectional manner, in the summer of 2014. Out of 174 sent out surveys, the responses were collected from 132 surveyed individuals. The survey was the main instrument for data collection and it was designed in a "5 - point Likert's scale", in addition to descriptive statistics questions. The collected data were analyzed with descriptive statistics. The analysis of variance (ANOVA) was utilized as the tool of inferential statistics in order to

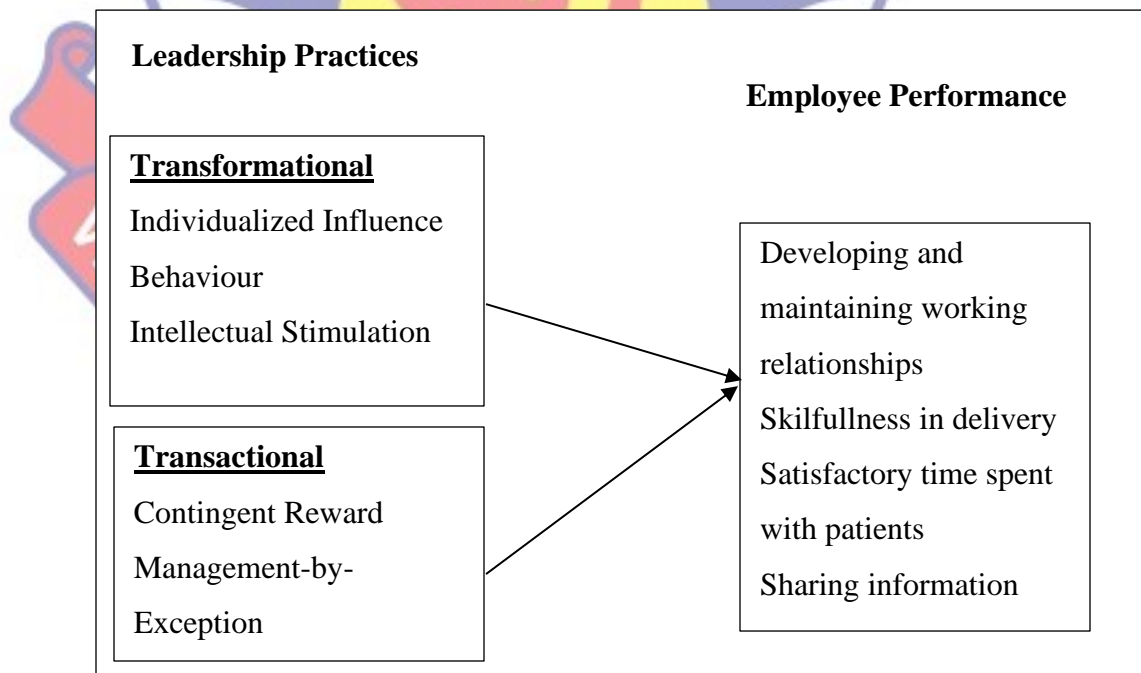
determine differences in leadership between multiple groups of respondents, by age groups and employment within the organisation. The result of the study was that there is a positive relationship between transactional leadership style and employees' performance.

Lastly et al (2013) investigated the impact of transactional leadership styles on organisational performance: Empirical evidence from Nigeria. The survey method was adopted to carry out the research. A structured Multifactor Leadership Questionnaire (MLQ) was used for data collection. Organisational performance was assessed based on three measures of performance namely effort, satisfaction and effectiveness. Regression and Correlation statistical techniques were used to analyse the data elicited from one hundred eighty-four (184) randomly selected respondents. It was revealed from the study that transactional leadership style had a weak positive impact on organisational performance. It was also revealed from the study that transactional leadership styles have significant and positive relationship with organisational performance.

### **Conceptual Framework**

Figure 1 demonstrates how the independent variable (leadership practices) was assessed by measuring transformational and transactional leadership style. Transformational leadership style was measured using individualized influence behaviour and intellectual stimulation. Individualized influence behaviour is a behaviour that reveals the leader's values and beliefs, ethical and moral values and vision and intellectual stimulation is a behaviour that reveals the leader's values and beliefs, ethical and moral values and vision. Transactional leadership style was

also measured using Contingent Reward and Management-by-Exception. Contingent Reward is used by Leaders by telling others what to do in order to be rewarded, emphasize what leaders expect from them and recognize their accomplishments and Management-by-Exception is a corrective transaction and occurs when followers deviate from the norm. employee performance as the dependent variable was also measured using how employees develops and maintain working relationships with co-workers and supervisors, how they are skilful in their delivery, how they spend satisfactory time with patients, share information, etc. form the literature review, it can be posited that there is a positive relationship between both transformational and transactional leadership style and employee performance at Atibie Government Hospital. In Figure 1, the relationship between leadership and job performance is shown diagrammatically.



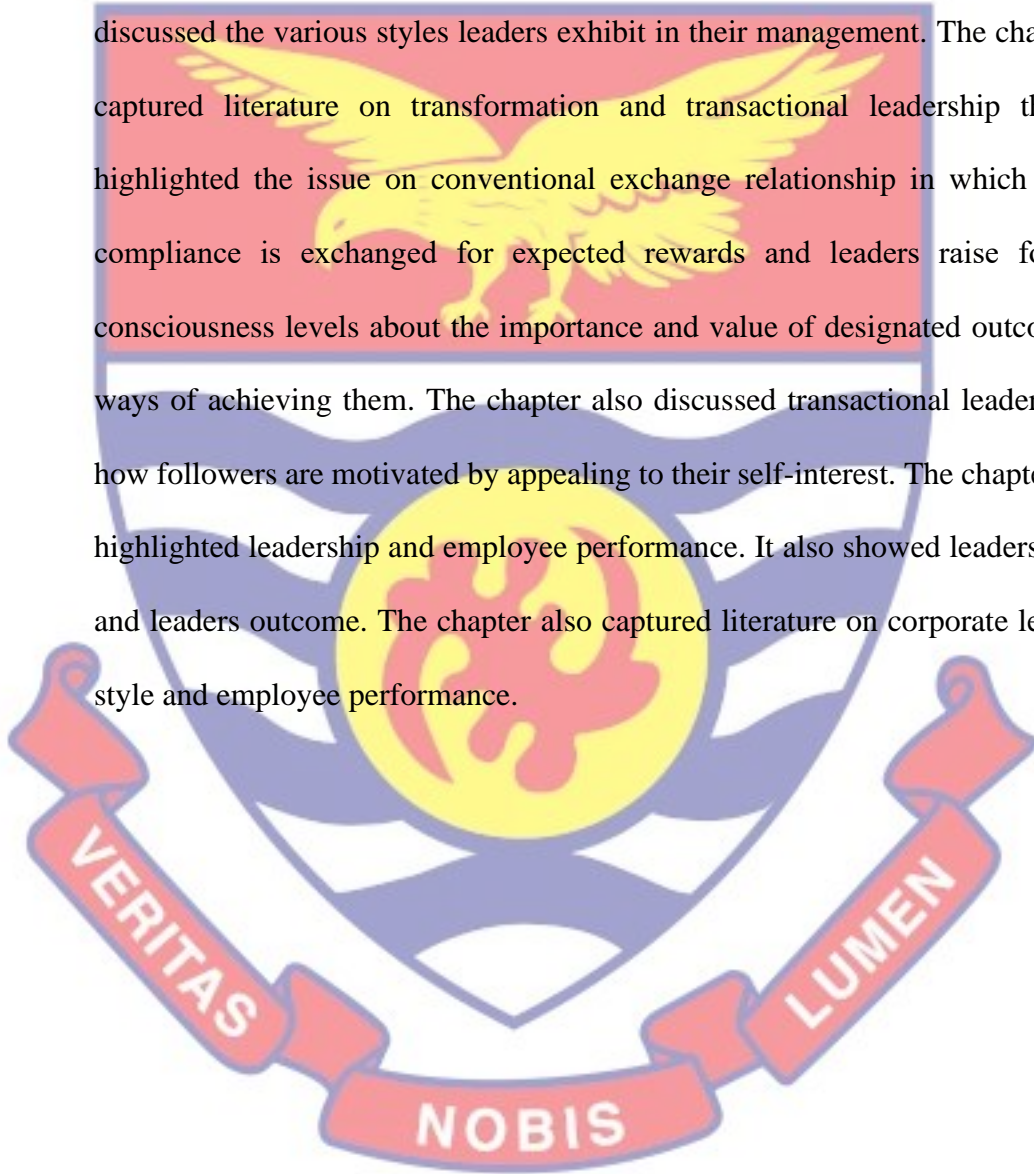
Source: Author's Construct (2021)

Figure 1: Conceptual Framework



## Chapter Summary

This chapter has discussed literature on the areas captured under the study. The chapter discussed the overview of leadership and further highlighted some related leadership styles (Transformational and Transactional). This section discussed the various styles leaders exhibit in their management. The chapter also captured literature on transformation and transactional leadership theory. It highlighted the issue on conventional exchange relationship in which follower compliance is exchanged for expected rewards and leaders raise followers' consciousness levels about the importance and value of designated outcomes and ways of achieving them. The chapter also discussed transactional leadership and how followers are motivated by appealing to their self-interest. The chapter further highlighted leadership and employee performance. It also showed leadership style and leaders outcome. The chapter also captured literature on corporate leadership style and employee performance.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter entails the methods that were used in carrying out this research. It provides information on the research design, study area, study population, sample and sampling procedure, data collection instrument, data collection procedures and data processing and analysis.

#### Research Approach

In conducting research, there are three main approaches, namely quantitative, qualitative and mixed approaches (Yates, 2014). A quantitative methodology was adopted by this study. This method is appropriate for the analysis because it facilitates the identification and testing of relationships as well as the review of cause-and-effect interactions between variables in a structured, objective and systematic process (Grove et al, 2015). This study sought to assess the influence of leadership practices on employee performance at Atibie Government Hospital, exhibiting cause and effect relationship. According to Leedy and Ormrod (2010), if the object of the study is to clarify, confirm and validate or to test the theory, the quantitative analysis method is more acceptable. If data analysis needs deductive reasoning and objectivity is keen, a quantitative approach is needed (Creswell, 2009).

## Research Design

In order to ensure an accurate account of the characteristics of the sample population, this research used descriptive survey design. Descriptive survey design is defined by Quartey and Awoyemi (2002) as the process of gathering data in order to address research questions or test hypotheses concerning the current status of a phenomenon. According to them, this form of survey aims to provide an accurate and objective overview of an image of a circumstance or real-life circumstance that is ongoing. In the opinion of Fraenkel et al (2013), descriptive surveys are used to collect data on prevailing conditions such as attributes, skills, interests, happiness and actions of a person or physical environment (workplace) or improvements in either of these overtimes, as in historical studies.

Aggarwal (2018) adds that for the purpose of description and analysis, descriptive survey design is devoted to the collection of information regarding prevailing circumstances or situations. According to Aggarwal, this form of research design does not merely collect and tabulate information, but requires proper study, interpretation, comparison, pattern and relationship recognition. For this research, descriptive survey is considered suitable because, as Fraenkel and Wallen (2003) and Gay (2002) noted, it has the advantages of (a) producing a large number of responses from a wide range of people; (b) presenting a meaningful picture of events and trying to understand the opinion and actions of people on the basis of data collected at a time point; and (c) it can be used with greater contention.

## Study Area

The research area covers Atibie Government Hospital situated in the Eastern Region. The Atibie Government Hospital is a government district hospital in the Eastern, Atibie Ghana. It is located along the main Nkawkaw-Atibie Street, serves an estimated population of about 230,000 people. As such, leadership style adopted should bring the best out of their employees.

## Population

Babbie et al (2007) claim that the population of the sample is the group or community that a researcher wants to research for generalization purposes. Kotzab (2005) refers to the entire community of respondents or elements related to a sample as the research population. The staff of the Atibie Government Hospital staffing constitute the population for the study. As at December 2019, the population for was two hundred and twenty-one (221).

## Sampling Procedure

A sampling frame is a collection of elements from which the sample is actually taken from and is closely linked to the population, according to Etikan, Musa, and Alkassim (2016). The sample represents a certain portion of the population or universe, and the process of sampling refers to the approach taken by the researcher to pick objects from the population or universe for the sample (Sekaran & Bougie, 2016). Bambale (2014) stressed that this proportion of the number of units chosen for investigation consists of a population sample. Sampling was defined by Lim and Ting (2012) as the intentional choice of a number of

individuals who are to provide the data from which conclusions can be drawn about those individuals.

Simple random sampling technique is the sampling techniques used in this study. In particular, the table of random number was used to pick the respondents.

This gave all the nurses an equal chance of being chosen and also increased the study's reliability and validity. According to Hair et al (2003) the simple random sampling approach is suitable, according to because it is easy to understand and the data results of the survey can be generalized with a pre-specified margin of error to the given population. It helps the researcher to obtain unbiased estimates of the characteristics of the population. It ensures that every sampling unit of the population has an equal chance of being selected, regardless of the sample's actual size, resulting in a true representation of the target population identified.

By using the Krejcie and Morgan (1970) table of sample size determination, the sample size was obtained. The table has population estimates ranging from 10 to 1,000,000. Sample size selection only requires the exact matching of the appropriate cell in the column of the sample size to the corresponding cell in the column of the population. Thus, a total of 144 sample size was drawn from a population of 221.

### **Data Collection Instrument**

Any type of written or physical instrument that is used to measure variables is a research instrument (Thomas et al, 2015). The type of data collection method used depends on the data and the type of data to be obtained. A choice of tool depended on several variables, including validity and reliability, ease of

administration, ease of answer acquisition, and ease of interpretation (Engel & Schutt, 2012). A self-constructed questionnaire was the key instrument used to collect information. It was composed of closed-ended questions only. Therefore, the key data source for the analysis was the primary data source. For this analysis, the questionnaire was the best data collection method because it not only allows for larger sample data collection at a minimal cost, but also greatly protects the privacy of respondents. According to Zikmund (2003), in addition to its cost effectiveness, the questionnaire is a basic but effective research instrument.

#### **Data Collection Procedures**

If decision-making is to be taken from it, collected questionnaires must be properly treated (Hair, Wolfinbarger, Money, Samouel & Page, 2015). It is therefore critical that raw data is properly treated in order to turn it into information for decision-making purposes (Van Der Aalst, La Rosa & Santoro, 2016). First, the questionnaires that were retrieved were sorted out to classify those that were not answered and to search for documenting quality, clarification and accuracy. The purpose of the research was explained to the respondents and paved the way for the respondent's questionnaires to be collected without difficulty.

Data was collected through questionnaire administration. The questionnaires were developed and administered by the researcher to the different respondents in order to seek information on the leadership activities and employee performance at Atibie Government Hospital. Due to the fact that it is the most convenient instrument to use to obtain the necessary information from a literate

sampled population, this approach was selected. The collection of data was carried out during working hours over a span of one month (excluding weekends).

### **Data Processing and Analysis**

To evaluate data gathered from the field, this analysis used both descriptive and inferential statistics. First, the gathered information was sorted and arranged. The information was then coded to allow the researcher to recognize codes that pertained to possible responses on the questionnaire for each object. Using SPSS version 25, the data was encoded. This programme was used because it is the most suitable information coding kit. In addition, the benefits of the program include (a) it is user-friendly, (b) it can be conveniently used to analyze multi-response queries, analyze cross-section and time series and cross-tabulation; (i.e., two sets of variables) and (c) it can also be used in combination with Microsoft Excel and Word (Gravetter & Wallnau, 2004). The studies were conducted in compliance with the basic goals of this report. Descriptive statistics were employed to tackle objectives one and linear regression analysis for objective two and three.

### **Reliability and Validity**

A scale 's reliability provides an indication of how free it is from random error (Pallant, 2020) or the degree to which, if repeated steps are taken, the scale produces reliable results (Kent & Kongsted, 2012). Cronbach Alpha has been used to calculate internal consistency and it tests the degree to which an underlying construct is evaluated by all objects on a scale (Pallant, 2020). The individual reliability of consistency should be 0.7 or higher.

**Table 1: Reliability Statistics**

Construct	Cronbach Alpha	Number of Items
Transformational Leadership Styles	.801	20
Transactional Leadership Styles	.803	11
Employees Performance	.810	8

Source: Field survey (2021)

An instrument's validity relates to how well the instrument tests the specific concept it was intended to test (Saunders, Lewis & Thornhill, 2009). They also argue that before it can be true, an instrument must be accurate, meaning that an instrument must be reliably reproducible; and that after this has been done, the instrument can then be scrutinized to determine whether it is what it claims to be. The researcher checked other related literature to ensure the validity of the questionnaires, and the literature endorsed the development of the instrument. Scientifically validated items were some of the items on the scale. In addition, before distributing it to the respondents, the crafted questionnaire was presented to the research supervisor for vetting, correction and approval.

**Ethical Consideration**

Ethical Considerations are moral principles that guide researchers to conduct and report research without deception (Bryman & Bell, 2015). In the data collection process, the researchers found several ethical concerns. First, the researcher introduced herself to the Atibie Government Hospital management and told them of the study's intent and permission to collect data from their employees. The introductory letter from the Department of Human Resource Management,



School of Business, College of Humanities and Legal Studies, UCC, indicating the researcher 's name and the intent of the report, made this simple.

Again, before asking for information, the researcher obtained the consent of the respondents. Respondents were permitted, without any coercion, to express their willingness to participate. The respondents were made aware of the type of questions to be anticipated, the intent of the information being gathered and how the information would directly or indirectly impact them. Respondents were also informed of the secrecy of their answers. Increased anonymity associated with questionnaires is critical for respondents to be accessible and willing in their answer to the questions, according to Kumekpor (2002). The questionnaires were issued to the respondents and collected after a period of one week in order to ensure that the respondents' privacy was not breached.

### **Chapter Summary**

In this chapter, attention was paid to the research methodology, including the area of the study, design of the study, population of the study, sampling procedure and sample size, data source, instrument for data collection, procedure for data analysis and measurement of variables. It also touched on ethical aspects. This chapter is of particular significance since it includes a description of how the research outcomes will be accomplished.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter of the study presents the findings emanating from the data collected from the self-administered questionnaires. The discussions include the interpretation of the findings in reference to previous findings and theories. The chapter is organised into two main parts. The first part deals with the background characteristics of respondents and covers areas such as respondents' sex, age, work experience and their level of education.

The second part is devoted to responses given by the respondents in accordance with the purpose of the study. It tackles the specific research objectives based on data collected. The discussions focused on leadership style and its effect on staff affective, normative and continuance commitment of the Atibie Government Hospital. One hundred and ten (110) questionnaires were retrieved from the staff of the hospital.

#### Demographic characteristics of respondents

Before the main analysis, information relating to gender, level of education, age, work experience and employment status of respondents were captured. These are discussed below.

**Table 2: Demographic Characteristics of Respondents**

Variables	Sub-scale	N	%
Gender	Male	40	36.4
	Female	70	63.6
Age range	18 – 28 years	45	40.9
	29-39 years	56	50.9
	40-49 years	06	05.5
	50 - 59 years	03	02.7
Work experience	1 month - 10 years	92	83.6
	11 – 20 years	11	10.0
	31- 40 years	07	06.4
Highest Educational level	SSSCE/WASSCE	02	01.8
	Diploma	63	57.3
	1 <sup>st</sup> Degree	37	33.6
	Masters	08	07.3

Source: Field survey (2021).

Table 2 shows that, out of 110 respondents, 40 (36.4%) of the respondents are males while 70 (63.6%) are females. In this analysis, there is no basis to conclude that those with the highest frequency are more important or make a valid conclusion compared to their counterparts with low frequency. It is only an indication that the sample has more females than males. Table 2 also shows the age

profile of the respondents in years, 45 respondents representing 40.9% are aged between 18 – 29 years, 56 representing 50.9% are aged between 29 - 39 years, 6 representing 05.5% are aged between 40 - 49 years, and 3 representing 02.7% aged 50 - 59 years.

This shows that majority of the respondents are in the youthful age with 97.3% between the ages of 18 and 49 years. People in the youthful ages are considered more energetic. This is because energy level is very important for all work, particularly in today's competitive business environment that needs people in the Middle Ages to set fruitful paths for the future generation. Comparatively, most young business people possess some level of education needed for successful business management.

With respect to respondents' working experience, Table 2, revealed that, 92 (83.6%) have working experience between 1 month - 10 years, 11 (10%) have working experience between 11 – 20 years, and 07 (06.4%) with 31- 40 years working experience. The highest representation was 92 (82.6%), which implied that most staff had enough experience at their work stations to help them execute their duties satisfactorily. Also, the study sought to know the highest education level of the respondents and Table 2 revealed that 2 (1.8%) of the respondents have SSSCE/WASSCE, 63 (57.33%) have diploma, 37 (33.6%) have 1<sup>st</sup> degree and 8 (7.3%) have Masters Degree.

## Leadership Styles Demonstrated by Leaders at Atibie Government Hospital

The second section of the chapter presents the results pertaining to the specific objectives of the study. With the help of the SPSS Version 25.0, means, standard deviations and simple regression analysis were used to tackle the objectives. The first objective of the study was to find the leadership styles demonstrated by leaders at Atibie Government Hospital. The leadership variables were made up of two constructs – transformational and transnational. Table 3 present responses on transformational and transnational leadership style exhibited by the management of Atibie Government Hospital. The responses to the items were measured with five-point numerical scale such that one (1) represents the least agreement to the issues while five (5) represents the strongest agreement to the issues.

The main variables were evaluated in terms of descriptive statistics such as mean and standard deviation. The results are presented in Table 3. The relevant mean values presented in Table 3 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale of agreement or disagreement to a statement was 3.00. Thus, any mean score below 3.00 indicated a disagreement to a statement while any score equal to or above 3.00 indicated an agreement. Table 3 therefore presents the respondents view on the leadership styles of management of Atibie Government Hospital.

**Table 3: Leadership Styles of Management of Atibie Government Hospital**

Statements	Mean	Std. Deviation
My leader specifies the importance of having a strong sense of purpose.	3.7455	.99942
My leader considers the moral and ethical consequences of his/her decisions	4.0000	.95783
My leader emphasizes the importance of having a collective team spirit	3.9273	1.03790
My leader talks about their most important values and beliefs	3.7000	1.23815
My leader instils pride in staff for being associated with him/her	3.5182	1.21709
My leader sacrifices his/her self-interest for the good of the group	3.4909	1.13933
My leader displays sense of power and confidence	3.9636	.83421
My leader has leadership skills that build my respect	3.6818	1.05736
My leader talks enthusiastically when setting goals and objectives to accomplished	3.8273	.93710
My leader talks optimistically about the future	3.6364	.92595
My leader articulates a compelling vision of the future	3.6273	.99410
My leader shows confidence that goals will be achieved.	3.9455	.79950
My leader re-examines critical assumptions to questions to set	3.5636	1.00938
My leader seeks different perspectives when solving problems	3.6000	1.08535
My leader gets staff to look at problems from different angles	3.7273	1.09970

My leader suggests new ways of looking at how to complete a schedule	3.6364	1.02023
My leader spends time teaching and coaching staff.	3.5091	1.17891
My leader treats me as an individual rather than just as a member of a group.	3.1818	1.11027
My leader suggests new ways of looking at how to complete assignments.	3.3818	1.12504
My leader considers staff individual special need, abilities and aspirations.	3.2636	1.08938
<b>Transactional Leadership</b>		
My leader provides staff with assistance in exchange of their efforts	3.2364	1.11641
My leader discusses in specific terms who is responsible for achieving performance targets.	3.3909	1.11779
My leader makes clear what staff can expect to receive when performance goals are achieved	3.4273	1.23005
My leader concentrates his/her full attention on dealing with mistakes, complaints and failures.	3.5091	1.18666
My leader directs staff attention towards failures to meet standards	3.5545	1.11361
My leader interferes whenever problems arise	3.3000	1.43961

Source: Field survey (2021).

As presented in Table 3, the respondents agreed that their leader specifies the importance of having a strong sense of purpose (Mean = 3.7455; Std. Dev. = 0.9994). Also, their leader considers the moral and ethical consequences of his/her decisions (Mean = 4.0000; Std. Dev. = 0.9578). The respondents asserted that their leader emphasizes the importance of having a collective team spirit (Mean = 3.9273; Std. Dev. = 1.0379). Further, their leader talks about their most important values and beliefs (Mean = 3.7000; Std. Dev. = 1.2381). Their leader instils pride in staff for being associated with him/her (Mean = 3.5182; Std. Dev. = 1.2171).

Leaders sacrifices his/her self-interest for the good of the group (Mean = 3.4909; Std. Dev. = 1.1393). Their leaders talk enthusiastically when setting goals and objectives to accomplished (Mean = 3.8273; Std Dev = 0.9371). Also, their leader articulates a compelling vision of the future (Mean = 3.6273; Std Dev = .9941). Their leader shows confidence that goals will be achieved (Mean = 3.9455; Std Dev = 0.7995). Leaders seeks different perspectives when solving problems (Mean = 3.6000; Std Dev = 1.0854). Leader gets staff to look at problems from different angles (Mean = 3.7273; Std Dev = 1.09970). Lastly, leaders spend time teaching and coaching staff (Mean = 3.5091; Std Dev = 1.1789).

According to Table 3, the respondents agreed that their leader provides staff with assistance in exchange of their efforts (Mean = 3.2364; Std. Dev. = 1.11641). Likewise, their leader discusses in specific terms who is responsible for achieving performance targets (Mean = 3.3909; Std. Dev. = 1.1178). The respondents declared that their leader makes clear what staff can expect to receive when performance goals are achieved (Mean = 3.4273; Std. Dev. = 1.2301). Their leaders concentrate his/her full attention on dealing with mistakes, complaints and failures. (Mean = 3.5091; Std. Dev. = 1.1867). Leaders direct staff attention towards failures to meet standards (Mean = 3.5545; Std. Dev. = 1.1136). Their leader interferes whenever problems arise (Mean = 3.0345; Std. Dev. = 1.43961).

From the results it could be observed that management and leaders at the Atibie Government Hospital exhibit transformational leadership style which the staff of the hospital show assent to such style. The results are in line with Daft (2008) who asserted that transformational leaders generate awareness and



acceptance of the purpose and mission of the organisation and they help their employees to look beyond their own self-interest for the benefit of the group (hospital at large). According to Bass, 2008; Katz and Kahn, 2004, the followers of transformational leader feel trust, admiration, loyalty and respect towards the leader, and he/she is motivated to do more than what he/she was originally expected to do. Also, according to Bass (1999), the staff of the hospital are going think critically and seek new ways to approach their jobs, which result in intellectual stimulation. As a result, Podsakoff et al, (2006), asserted that there is going to be an increase in staff level of satisfaction, and commitment to the goals of their organization. In the same vein, Yammarino and Bass (1990) added that such transformational leadership style can achieve maximum commitment from staffs because management is able to inspire followers to raise their criteria for success and develop innovative problem-solving skills.

The result again shows that management of the regional hospital exhibit a good transnational leadership behaviour which will result in staff of the hospital complying with the request of management according to Bass (2000). Also, where management focus on what is expected of staff, the hospital would be able to reach it desired goal (Boehnke, Bontis, Distefano & Distefano, 2003). Management interference whenever problems arise may help in taking corrective action as quickly as possible when they occur (Yukl, Gordon & Taber, 2002).

## Effect of Transformational Leadership Practices on Employee Performance at Atibie Government Hospital

The second objective of the study was to examine the effect of transformational leadership practices on employee performance at Atibie Government Hospital. In order to determine the extent to which transformational leadership practices influences employee performance, simple linear regression analysis was found to be more appropriate. The results of the simple linear regression analysis indicate how well transformational leadership style effect on staff's performance. It also indicates how much unique variance in the independent variables (transformational leadership style) explains the dependent variable (employee performance). Table 4 therefore presents the analysis of the influence.

Table 4: *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.471 <sup>a</sup>	.222	.221	5.51867

a. Predictors: (Constant), Transformational Leadership styles

Source: Field survey (2021).

According to Table 4, model summary indicates that the independent variable (Transformational leadership) met the entry requirement for the equation. The  $R$  (.471<sup>a</sup>) shows weak positive correlation between the predictive variable (transformational leadership) and the dependent variable (employee performance). The  $R$ -square value indicates that 22.2% of the variance in employees' performance is explained by the transformational leadership styles exhibited at the hospital. It implies that the remaining 77.8% of employee performance at the hospital is explained by other variables apart from the transformational leadership.

Also, to assess the statistical significance of the result it is necessary to test that multiple  $R$  in the population equals 0. The result in this model reaches statistical significance for transformational leadership (Sig =.004), this really means  $p < .05$ .

Table 5: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.701	1	91.701	3.011	.004 <sup>b</sup>
	Residual	3289.218	108	30.456		
	Total	3380.918	109			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Transformational Leadership style

Source: Field survey (2021).

Table 6 shows result of the effect of transformational leadership on employees' performance at the Atibie Government Hospital. From the Table 6, a p-value (Sig) of 0.004 implies that there is a linear relationship between transformational leadership and employee performance, hence meets the requirement to proceed with the analysis. In other words, there was a significant influence transformational leadership on employees' performance at the Atibie Government Hospital. The result also shows that 22.2% contribution of transformational leadership on employees' performance at the hospital in Table 4 was significant. This implies that the management of the Atibie Government Hospital can continue to use this type of leadership to increase the performance of the employees at the hospital.

Furthermore, to determine how well the transformational leadership predict (influence) employees’ performance at the Atibie Government Hospital, Table 6 shows the independent variable contribution to employees’ performance. The  $\beta$  value indicate the relative influence of the independent variable on employee performance at the hospital. Table 6 presents a model of the regression analysis. In the model the transformational leadership was the independent variable while employees’ performance is treated as the dependent variable.

Table 6: *Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	18.713	3.335			5.611	.000
Transformational Leadership	.449	.028	.471		1.985	.004

a. Dependent Variable: Employee Performance

Source: Field survey (2021).

To find out how well transformational leadership contribute to employee performance, it is imperative to look at their statistical significance and beta ( $\beta$ ) values. According to Table 6, transformational leadership (independent variable) makes a statistically significant contribution (0.004). This is because the p-value is less than the acceptable margin error of 0.05. Also, transformational leadership contributed 44.9% to the prediction of employee performance. This means that

transformational leadership makes a positive unique contribution to explaining the employee performance variable.

**Examining Transactional Leadership Practices on Employee Performance at Atibie Government Hospital**

The third objective of the study was to assess the effect of transactional leadership practices on employee performance at Atibie Government Hospital. In order to determine the extent to which transactional leadership style exhibited at the hospital affect the performance of staff. Also, simple linear regression analysis was found to be more appropriate. The results of the simple linear regression analysis indicate how well the transactional leadership styles effect on staff's performance. It also indicates how much unique variance in the independent variables (transactional leadership styles) explains the dependent variable (Employee performance). Table 7 therefore presents the analysis of the influence.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569	.324	.322	6.20207

a. Predictors: (Constant), Transactional Leadership

Source: Field survey (2021).

According to Table 7, model summary indicates that the independent variable (transactional leadership) met the entry requirement for the equation. The *R* (.569) shows moderately a positive correlation between the predictive variable

(transactional leadership) and the dependent variable (employee performance). The *R*-square value indicates that 32.4% of the variance in employees' performance is explained by the transactional leadership variable at the hospital. This implies that the remaining 67.6% of employee performance at the hospital is explained by other variables apart from the transactional leadership styles which were not captured under model.

Also, to assess the statistical significance of the result it is necessary to test that multiple *R* in the population equals 0. The result in this model reaches statistical significance for leadership (Sig = .004), this really means  $p < .05$

Table 8 ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	325.301	1	325.301	8.457	.003 <sup>b</sup>
	Residual	4154.299	108	38.466		
	Total	4479.600	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transactional Leadership

Source: Field survey (2021).

Table 8 shows result of the influence of transactional leadership on employee' performance at the Atibie Government Hospital. From the Table 8, a p-value (Sig) of 0.003 implies that there is a linear relationship between transactional leadership and employee performance, hence meets the requirement to proceed

with the analysis. In other words, there was a significant influence of transactional leadership on employee performance at the hospital. The result also shows that 32.4% contribution of transactional leadership on employee performance at the hospital in Table 7 was significant. This implies again that the management of the hospital can linger to use transactional leadership to increase the performance of employees.

Additionally, to decide how well the transactional leadership predict (influence) employee performance at the Atibie Government hospital, Table 9 shows the independent variable contribution to employee performance. The  $\beta$  value indicate the relative influence of the independent variable on employee performance at the hospital. Table 9 presents a model of the regression analysis. In the model the transactional leadership was the independent variable while employees' performance was treated as the dependent variable.

Table 9: *Coefficients<sup>a</sup>*

Model	Unstandardized		Standardized		
	B	Std. Error	Beta	T	Sig.
1	(Constant) 12.037	3.748		3.211	.000
	Leadership .593	.032	.569	2.908	.004

a. Dependent Variable: Employee performance

Source: Field survey (2015).

To find out how well transactional leadership contribute to employee performance, it is imperative to look at their statistical significance and beta ( $\beta$ )

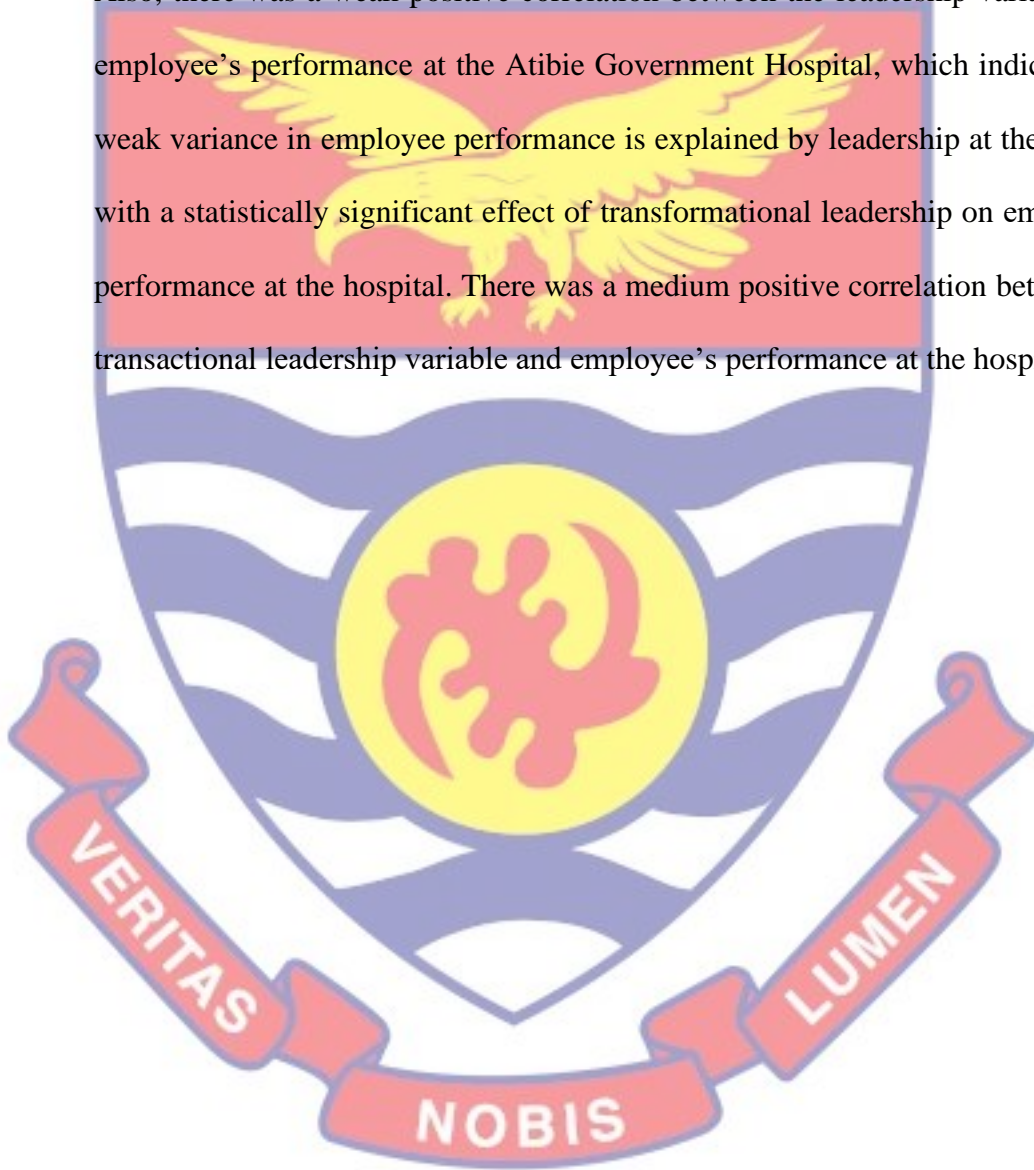
values. According to Table 9, transactional leadership (independent variable) makes a statistically significant contribution (0.004). This is because the p-value is less than the acceptable margin error of 0.05. Also, transactional leadership contributed 59.3% to the prediction of employee performance. This means that transactional leadership exhibited at the hospital makes a positive unique contribution to explaining the performance of the employees.

It is to note that the findings corroborate with many findings (Walumbwa, Mayer, Wang, Wang, Workman & Christensen, 2011; Vecchio, Justin & Pearce, 2008; Brahim, Ridic & Jukic, 2015; Ejere & Ugochukwu, 2013). For instance, the findings are in line with Walumbwa, Mayer, Wang, Wang, Workman and Christensen (2011) whose result revealed that leadership style of a leader has a considerable influence on the work performance of employees. They further indicated that the leadership style also affects the organisational performance. Again, the result validates Vecchio, Justin and Pearce (2008) study which revealed a leader vision and intellectual stimulation were more positively correlated with employee performance when leader use of contingent reward was low. Furthermore, the result is consistent with Brahim, Ridic and Jukic (2015) whose result found a positive relationship between transactional leadership style and employees' performance. Lastly, the result is in line with Ejere and Ugochukwu (2013) whose findings showed that transactional leadership style had a weak positive impact on organisational performance. It was also revealed from their study that transactional leadership styles have significant and positive relationship with employee performance.



## Chapter Summary

The study established that majority of the staff assented that their leaders concentrate his/her full attention on dealing with mistakes, complaints and failures. Also, there was a weak positive correlation between the leadership variables and employee's performance at the Atibie Government Hospital, which indicates that weak variance in employee performance is explained by leadership at the hospital with a statistically significant effect of transformational leadership on employees' performance at the hospital. There was a medium positive correlation between the transactional leadership variable and employee's performance at the hospital.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter summarizes the main findings of the study. A general conclusion from the issues is also presented. On the basis of the findings and conclusions adduced, recommendations or suggestions that will help enhance better the extent of influence of leadership practices on employee performance at Atibie Government Hospital. The chapter finally ends with recommendation for future research.

#### Overview

The primary purpose was to assess the influence of leadership practices on employee performance at Atibie Government Hospital. The secondary purposes were to (1) identify the leadership practices demonstrated by leaders at Atibie Government Hospital; (2) examine the effect of transformational leadership practices on employee performance at Atibie Government Hospital; (3.) examine the effect of transactional leadership practices on employee performance at Atibie Government Hospital. A quantitative methodology was adopted for this study and this research used descriptive survey design. Two hundred and twenty-one (221) was the total population number and 144 sample size was drawn from the population. A self-constructed closed-ended questionnaire was the key instrument used to collect information from respondents. Descriptive statistics were employed to tackle objectives one and linear regression analysis for objective two and three.

## Summary of Key Findings

With respect to the first research objective which identify the leadership practices demonstrated by leaders at Atibie Government Hospital. The following key findings among others emerged:

The study established that most of the respondents consented with how management of Atibie Government Hospital exhibit both transformational and transnational leadership styles. Majority of the staff assented that their leaders concentrate his/her full attention on dealing with mistakes, complaints and failures. Also, the staff also affirmed that their leader talks about their most important values and beliefs. The study further established that management suggests new ways of looking at how to complete a schedule.

The second research objective sought to examined effect of transformational leadership practices on employee performance at Atibie Government Hospital. The following are the key findings:

The findings showed weak positive correlation between transformational leadership and employee performance at Atibie Government Hospital. Further, it was found that change in employees' performance is explained by the transformational leadership styles, however, a weak one. On the predictive model, the study found that transformational leadership makes a positive unique contribution to explaining the employee performance, again, a weak one.

The third research objectives sought to examine the effect of transactional leadership practices on employee performance at Atibie Government Hospital. The following are key findings:

The findings showed a moderately a positive correlation between the transactional leadership and employee performance. It was again found that a change in employees' performance is explained by the transactional leadership variable at the hospital, however, a weak one. On the predictive model, transactional leadership will contribute medium change in employee performance.

### **Conclusions**

From the findings of the study, a number of conclusions can be drawn. Staff of the Atibie Government Hospital acclaimed that the leadership is very important for enhancing their performance. The staff professed that there is a good transformational and transactional leadership behaviour or styles demonstrated at the Atibie Government Hospital. The implication is that the nature of these issues could affect their performance level positively. It can also be concluded that there was a statistically significant relationship between transformational and transactional leadership styles and employee performance at the Atibie Government Hospital. Both transformational and transactional leadership styles had a positive and weak change in employee performance. However, transactional leadership caused a higher change in employee performance than transformational leadership.

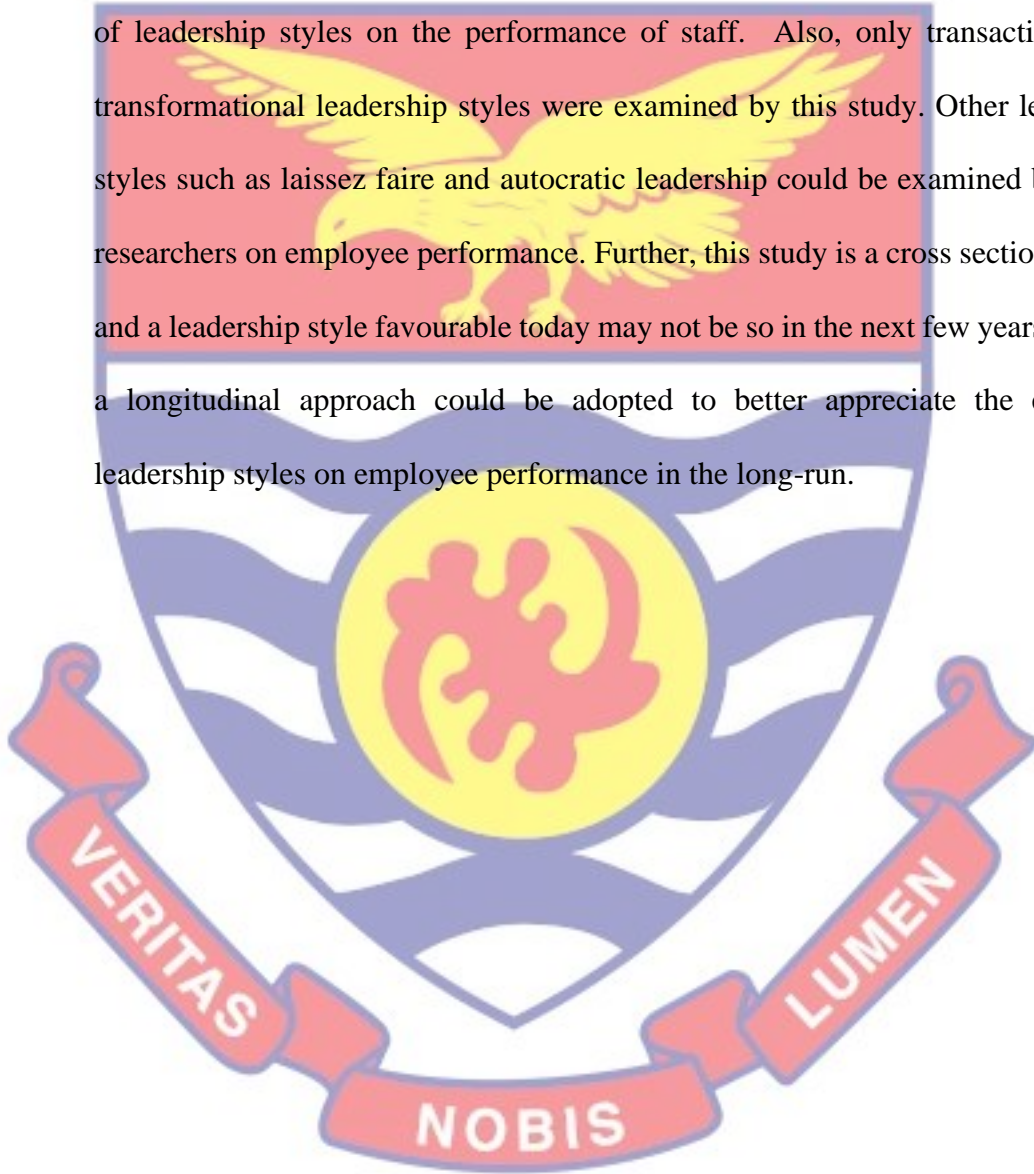
## Recommendations

Based on the findings and conclusions drawn from this study, a number of policy measures could be adopted to ensure that, best leadership issues are followed in order to gain high performance from staff who can help the hospital to achieve its strategic goals. The following recommendations are made to the management of the hospital.

1. The study recommends that management of the hospital should maintain credibility in the implementation of the various leadership practices to enhance staff performance. These may include ensuring system updates in measuring effectiveness of their leadership behaviours shown.
2. Since it was found that transformational leadership cause a weak change in employee performance, it is recommended that management of Atibie Government Hospital intensify the implementation and practices of transformational leadership to cause a high positive change in employee performance at the hospital.
3. The study further recommends that management through its research department should conduct periodic research into the leadership needs of employees of the hospital. This will help management of the hospital to be always abreast with the issues for leadership. Through that, specific programmes could be introduced to suit leadership needs of staff at any point in time. Once those needs are met, performance among staff of the hospital will be increased.

### Suggestion for Further Research

Going by the findings of the study, the recommendations and the conclusion made, the following suggestions are made for future researcher; similar research could be conducted on other districts in the Eastern Region to compare the effect of leadership styles on the performance of staff. Also, only transactional and transformational leadership styles were examined by this study. Other leadership styles such as laissez faire and autocratic leadership could be examined by future researchers on employee performance. Further, this study is a cross sectional study and a leadership style favourable today may not be so in the next few years. Hence, a longitudinal approach could be adopted to better appreciate the effect of leadership styles on employee performance in the long-run.



## REFERENCES

- Ahmad, Z. A., & Tajasom, A. (2011). In search of a leadership framework for innovation in Malaysia. *Development (AHRD)*, 3, 6.
- Ajzen, I., & Fishbein, M. (2000). Attitudes and the attitude-behaviour relation: Reasoned and automatic processes. *European review of social psychology*, 11(1), 1-33.
- Aldoory, L., & Toth, E. (2004). Leadership and gender in public relations: Perceived effectiveness of transformational and transactional leadership styles. *Journal of Public Relations Research*, 16(2), 157-183.
- Amuzu-Kpeglo, A. (2005). Approaches to administrative theory in education. *Unpublished monograph*.
- Arham, A. F. (2014). Leadership and performance: The case of Malaysian SMEs in the services sector. *International Journal of Asian Social Science*, 4(3), 343-355.
- Armstrong, A., & Muenjohn, N. (2008). The ethical dimension in transformational leadership. *Journal of Business Systems, Governance and Ethics*, 3(3), 21-35.
- Astin, A. W., & Astin, H. S. (2000). Leadership Reconsidered: Engaging Higher Education in Social Change.
- Avolio, B. J., & Bass, B. M. (2004). *MLQ: Multifactor leadership questionnaire*. Mind Garden.
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological

empowerment and moderating role of structural distance. *Journal of organizational behaviour*, 25(8), 951-968.

Awang, Z., Ahmad, J. H., & Zin, N. M. (2010). Modelling job satisfaction and work commitment among lecturers: A case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*, 1(2), 45-59.

Bagraim, J. J. (2002). Organizational commitment amongst South African knowledge workers: Some preliminary findings. In *8th national conference of the Psychological Society of South Africa (PsySSA8)*, Cape Town, South Africa.

Bartlett, J., Kotrlik, J., Higgins, C., & Williams, H. (2001). Exploring factors associated with research productivity of business faculty at National Association of Business Teacher Education. *Published Report*.

Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational dynamics*, 18(3), 19-31.

Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European journal of work and organizational psychology*, 8(1), 9-32.

Bass, B. M. (2008). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*. 4<sup>th</sup> ed.

Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*, 88(2), 207.



Becker, H. S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 66(1), 32-40.

Bens, I. (2006). *Facilitating to lead!: Leadership strategies for a networked world*. John Wiley & Sons.

Boachie-Mensah, F. O. (2006). *Essentials of management 1<sup>st</sup> ed.*

Boehman, J. (2006). *Affective, continuance, and normative commitment among student affairs professionals*, 10(2), 287- 291.

Boehnke, K., Bontis, N., DiStefano, J. J., & DiStefano, A. C. (2003). Transformational leadership: An examination of cross-national differences and similarities. *Leadership & Organization Development Journal*, 24(1), 5-15.

Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554-571.

Boohene, R., Kotey, B., & Sheridan, A. (2006). Why do male owner-managers perform better than female owner-managers: An investigation in a transition economy context. In *ICSB World Conference in Melbourne, Australia*.

Burns, J. M. (1978). Row. *New York*, 280.

Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of management Journal*, 50(5), 1217-1234.

Chemers, M. M. (2000). Leadership research and theory: A functional integration. *Group Dynamics: Theory, research, and practice*, 4(1), 27.

Cheng, Y. C. (2003). School leadership and three waves of education reforms. *Cambridge Journal of Education*, 33(3), 417-439.

Cherry, K. A. (2006). *Leadership styles*, 21(2), 215.

Clarke, C., & Pratt, S. (1985). Leadership's four part progress. *Management Today*, 84-86.

Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human resource management review*, 17(3), 336-354.

Conger, J. A., & Riggio, R. (2007). The practice of leadership. *San Francisco: Josey-Bass*.

Creswell, J. W. (1994). Research design: Qualitative and quantitative approaches. *Thousand Oaks* 88(2), 207.

Daft, R. L. (2008). The Leadership Experience: South-Western. *Cincinnati, OH*.

Dale, K., & Fox, M. L. (2008). Leadership style and organizational commitment: Mediating effect of role stress. *Journal of Managerial Issues*, 109-130.

Davenport, J. (2010). Leadership style and organizational commitment: the moderating effect of locus of control. In *ASBBS Annual Conference: Las Vegas* (Vol. 17, No. 1, pp. 277-290).

Davidovitz, R., Mikulincer, M., Shaver, P. R., Izsak, R., & Popper, M. (2007). Leaders as attachment figures: leaders' attachment orientations predict

leadership-related mental representations and followers' performance and mental health. *Journal of Personality and Social Psychology*, 93(4), 632.

Deery, M. A., & Iverson, R. D. (1996). Enhancing productivity: intervention strategies for employee turnover. *Productivity Management in Hospitality and Tourism*, 68-95.

Dixon, M. A., & Pastore, D. L. (2003). An Empirical investigation of the satisfaction, commitment, and performance of NCAA Division III coaches. *Research Quarterly for Exercise and Sport*, 74, 85.

Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2013). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition* (pp. 39-70). Emerald Group Publishing Limited.

Dwirosanti, N. (2017). Impact of Transformational Leadership, Personality and Job Involvement to Organizational Citizenship Behaviour. *IJHCM (International Journal of Human Capital Management)*, 1(02), 27-36.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500.

Fairhurst, G. T. (2008). Discursive leadership: A communication alternative to leadership psychology. *Management Communication Quarterly*, 21(4), 510-521.

Fiorita, J. A., Bozeman, D. P., Young, A., & Meurs, J. A. (2007). Organization Commitment. *Human Resources Practices and Organization Characteristic. Journal of Managerial*, (19), 2.

Foster, D. E. (2002). A method of comparing follower satisfaction with the authoritarian, democratic, and laissez-faire styles of leadership. *Communication Teacher*, 16(2), 4-6.

Fraenkel, J. R., & Wallen, W. E. (2000). *How to design and evaluate educational research*, 88(2), 207.

Garg, A. K., & Ramjee, D. (2013). The relationship between leadership styles and employee commitment at a parastatal company in South Africa. *The International Business & Economics Research Journal (Online)*, 12(11), 1411.

Gbadamosi, G. (2003). HRM and the commitment rhetoric: challenges for Africa. *Management Decision*, 41(3), 274-280.

Gerencser, M., Van Lee, R., Napolitano, F., & Kelly, C. (2008). *Megacommunities: How leaders of government, business and non-profits can tackle today's global challenges together*. St. Martin's Press.

Goleman, D. (2000). Leadership that gets results. *Harvard business review*, 78(2), 4-17.

Goleman, D., Boyatzis, R. E., & McKee, A. (2002). *The new leaders: Transforming the art of leadership into the science of results* (p. 14). London: Little, Brown.

Graen, G. B., & Lau, D. (2005). Proper levels of analysis, hierarchical linear models, and leadership theories. *Global organizing designs*, 235-269.

Hollander, E. P., & Julian, J. W. (1969). Contemporary trends in the analysis of leadership processes. *Psychological bulletin*, 71(5), 387.

Houghton, J. D., Neck, C. P., & Manz, C. C. (2003). Self-leadership and superleadership. *Shared leadership: Reframing the hows and whys of leadership*, 123-140.

Hughes, L. W. (2005). Developing transparent relationships through humor in the authentic leader-follower relationship. *Authentic leadership theory and practice: Origins, effects and development*, 3, 83-106.

Ivancevich, J. M. (2007). Leadership style and organizational commitment: Mediating effect of role stress. *Journal of Managerial Issues*, 109-130.

Jacobson Jr, D. G. (2009). *Why commanders lead: A study in leadership motivations of Air Force officers* (Doctoral dissertation, Capella University).

Kanter, R. M. (2003). *Challenge of organizational change: How companies experience it and leaders guide it*. Simon and Schuster.

Kasimu, P. (2016). *The Influence of Employee Perception of the Leader's Path-Goal Leadership Behaviours on Organizational Commitment: A Case*

*Study of East African Breweries Limited (EABL)* (Doctoral dissertation, United States International University-Africa).

Kerns, C. D. (2004). Strengthening values centered leadership. *Graziadio Business Report*, 7(2).

Kotter, J. P. (1990). How leadership differs from management. *New York: Free Press*, 240, 59-68.

Kotter, J. P. (2013). Management is (still) not leadership. *Harvard Business Review*, 9.

Kumar, S., & Hsiao, J. K. (2007). Engineers learn “soft skills the hard way”: Planting a seed of leadership in engineering classes. *Leadership and Management in Engineering*, 7(1), 18-23.

Kumar, S., & Phrommathed, P. (2005). *Research methodology* (pp. 43-50). Springer US.

Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of management development*, 23(4), 321-338.

Manetje, O., & Martins, N. (2009). The relationship between organisational culture and organisational commitment.

Marmaya, N. H., Torsiman, M. H. N. M., & Balakrishnan, B. K. (2011). Employees' perceptions of Malaysian managers' leadership styles and organizational commitment. *African Journal of Business Management*, 5(5), 1584.

Martindale, N. (2011). Leadership styles: How to handle the different personas. *Strategic Communication Management, 15*(8), 32-35.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin, 108*(2), 171.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review, 11*(3), 299-326.

Meyer, J. P., Allen, N. J., & Allen, N. J. (1997). *Commitment in the workplace*. Sage Publications, NY.

Mihelic, K. K., Lipicnik, B., & Tekavcic, M. (2010). Ethical leadership. *International Journal of Management & Information Systems (Online), 14*(5).

Mohammad Mosadegh Rad, A., & Hossein Yarmohammadian, M. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services, 19*(2), 11-28.

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *The journal of marketing, 20*-38.

Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic press.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behaviour, 14*(2), 224-247.

Mullins, D., & van Bortel, G. (2010). Neighbourhood regeneration and place leadership: lessons from Groningen and Birmingham. *Policy studies*, 31(4), 413-428.

Muterera, J. (2008). The relationship between leadership theory behaviours, follower attitudes and behaviours, and organizational performance in United States county governments.

Northouse, P. G. (2015). *Leadership: Theory and practice*. Sage publications, NY.

Nwagwu, J. E. (2014). Effective Leadership: Comparative Analysis of Leadership and Management. *International Journal of Management Sciences*,(4), 3, 144-157.

Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100.

Pallant, J. (2007). SPSS survival manual: A step-by-step guide to data analysis using SPSS version 15. *Nova Iorque: McGraw Hill*.

Pawar, B. S. (2003). Central conceptual issues in transformational leadership research. *Leadership & Organization Development Journal*, 24(7), 397-406.

Podsakoff, P. M., Bommer, W. H., Podsakoff, N. P., & MacKenzie, S. B. (2006). Relationships between leader reward and punishment behaviour and subordinate attitudes, perceptions, and behaviours: A meta-analytic



review of existing and new research. *Organizational Behaviour and Human Decision Processes*, 99(2), 113-142.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.

Rahim, M. A. (2010). *Managing conflict in organizations*. Transaction Publishers.

Riaz, A., & Haider, M. H. (2010). Role of transformational and transactional leadership on job satisfaction and career satisfaction. *Business and Economic Horizons*, 1(1), 29-38.

Robbins, C. J., Bradley, E. H., & Spicer, M. (2001). Developing leadership in healthcare administration: a competency assessment tool. *Journal of Healthcare Management*, 46(3), 188-202.

Rowe, K. (2007). *The imperative of evidence-based instructional leadership: Building capacity within professional learning communities via a focus on effective teaching practice*. Centre for Strategic Education.

Rowe, K. (2007). *The imperative of evidence-based instructional leadership: Building capacity within professional learning communities via a focus on effective teaching practice*. Centre for Strategic Education.

Rubin, A., & Babbie, E. R. (2001). *Research method for social work*. Pacific Grove, CA: Wadsworth.

Sabir, M. S., Sohail, A., & Khan, M. A. (2011). Impact of leadership style on organization commitment: In a mediating role of employee values. *Journal of Economics and Behavioural Studies*, 3(2), 145-152.

Saqer, H. O. (2009). The effects of the perceived leadership style on organizational commitment.

Sarantakos, S. (2005). Social research, *ethics in research*, 15.

Saunders, M., Lewis, P., & Thornhill, A. (2003). Selecting samples. *Research methods for business students*, 3.

Savery, L. K., & Syme, P. D. (1996). Organizational commitment and hospital pharmacists. *Journal of Management Development*, 15(1), 14-22.

Scheuren, F. (2004, June). What is a Survey? American Statistical Association, America.

Schultz, J. R. (2010). The Scholar-Practitioner: A Philosophy of Leadership. *Scholar-Practitioner Quarterly*, 4(1), 52-64.

Sellgren, S., Ekvall, G., & Tomson, G. (2007). Nursing staff turnover: does leadership matter?. *Leadership in Health Services*, 20(3), 169-183.

Selznick, P. (2011). *Leadership in administration: A sociological interpretation*. Quid Pro Books.

Shokane, M. S., Stanz, K. J., & Slabbert, J. A. (2004). Description of leadership in South Africa: Organisational context perspective. *SA Journal of Human Resource Management*, 2(3), 1-6.

Smith, J. M. (2000). *Analysis of the relationship between principal leadership style and teacher job satisfaction* (Doctoral dissertation, University of North Carolina at Charlotte).

Tabachnick, B. G., & Fidell, L. S. (2007). *Experimental designs using ANOVA*. Thomson/Brooks/Cole.

Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviours. *Academy of Management Journal*, 46(1), 97-105.

Walumbwa, F. O., & Lawler, J. J. (2003). Building effective organizations: transformational leadership, collectivist orientation, work-related attitudes and withdrawal behaviours in three emerging economies. *International journal of human resource management*, 14(7), 1083-1101.

Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. *Personnel Psychology*, 61(4), 793-825.

Walumbwa, F. O., Wang, P., Lawler, J. J., & Shi, K. (2004). The role of collective efficacy in the relations between transformational leadership and work outcomes. *Journal of Occupational and Organizational Psychology*, 77(4), 515-530.

Wasti, S. A. (2003). Organizational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational and Organizational Psychology*, 76(3), 303-321.

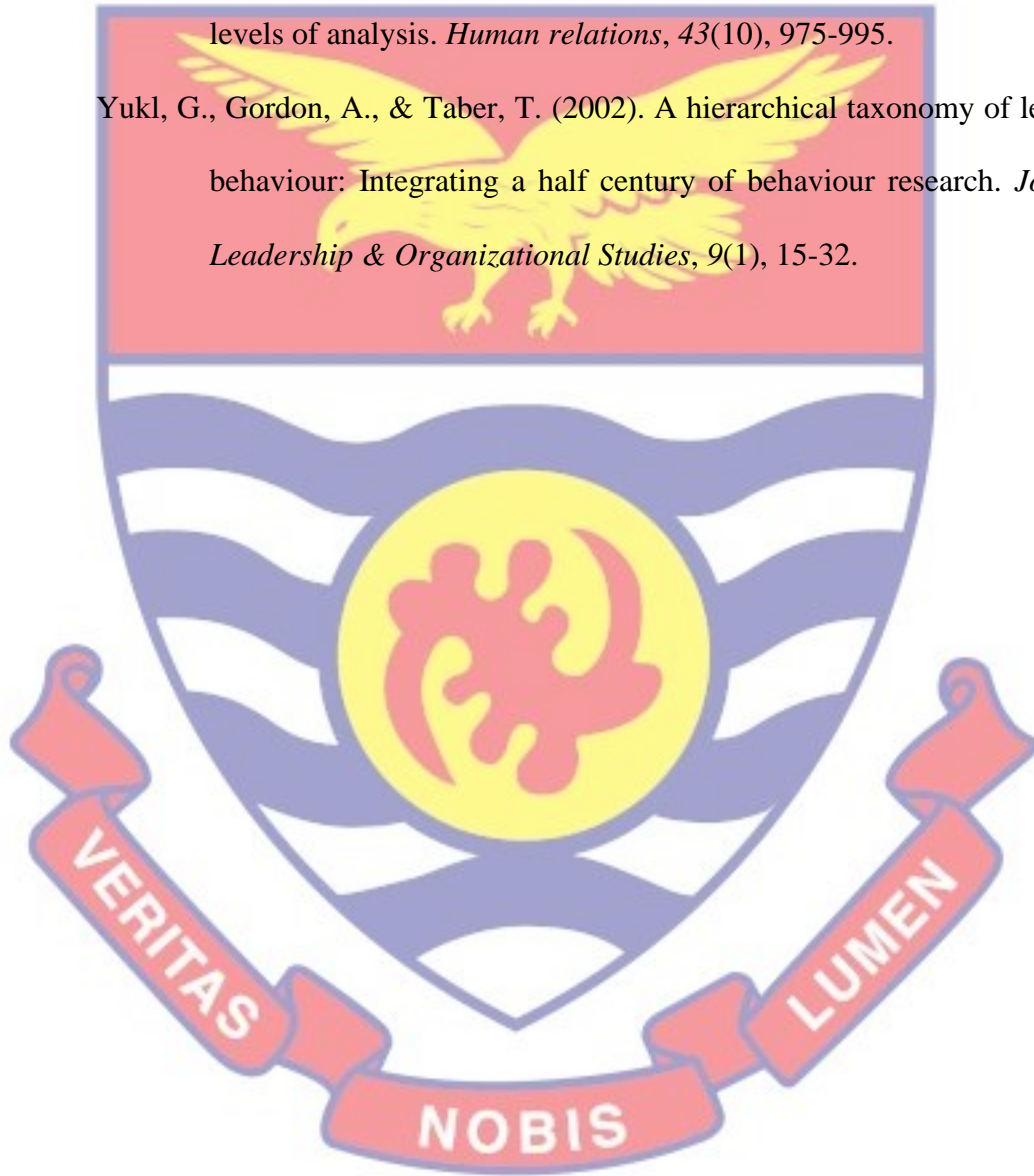
Welch, M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4), 328-346.

Whitener, E. M. (1997). The impact of human resource activities on employee trust. *Human Resource Management Review*, 7(4), 389-404.

Woods, P. A., & Woods, G. J. (2010). The Geography of Reflective Leadership: The inner life of democratic learning communities. *Philosophy of Management*, 9(2), 81-97.

Yammarino, F. J., & Bass, B. M. (1990). Transformational leadership and multiple levels of analysis. *Human relations*, 43(10), 975-995.

Yukl, G., Gordon, A., & Taber, T. (2002). A hierarchical taxonomy of leadership behaviour: Integrating a half century of behaviour research. *Journal of Leadership & Organizational Studies*, 9(1), 15-32.



UNIVERSITY OF CAPE COAST  
COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

QUESTIONNAIRES FOR STAFF

Dear Sir/Madam,

The questionnaire has been designed to solicit information for a Master of Business Administration (Human Resource Management) research work on the Topic: *“ASSESSING THE INFLUENCE OF LEADERSHIP PRACTICES ON EMPLOYEE PERFORMANCE AT ATIBIE GOVERNMENT HOSPITAL*. This questionnaire will take 10 minutes of your time. This is purposely for research and your confidentiality is assured. Please tick [] or provide the responses to the questions in the spaces provided:

**SECTION A: BACKGROUND CHARACTERISTICS**

1. Which of these describes your Gender Male [] Female []
2. Which of these describes your age i.18-28 [] ii. 29-39 [] iii 40-49 [] iv 50-59 []
3. What is your highest academic qualification? BECE []  
SSCE/WASSCE [] Diploma [] 1<sup>st</sup> Degree [] Masters []  
]vi others specify .....

4. How long have you been working with your current employers i. 1 month – 10yrs [ ] ii. 11–20yrs [ ] iii. 21– 30yrs [ ] iv. 31 - 40 yrs [ ] v. 41 and above [ ] 5. What is your current job title
- .....

**SECTION B:** This section is concerned with the type of leadership style your leader exhibit in the organisation. Please tick [√] whichever rating is appropriate. Please find below the meaning of the ratings 1 to 5. 1 = Lowest agreement 2 = Low agreement 3 = Average agreement 4 = High agreement 5 = Highest agreement.

Characteristics of Leadership Styles	1	2	3	4	5
<i>Individualized Influence Behaviour is: Behaviour that reveals the leader's values and beliefs, ethical and moral values and vision.</i>					
My leader specifies the importance of having a strong sense of purpose.					
My leader considers the moral and ethical consequences of his/her decisions					
My leader emphasizes the importance of having a collective team spirit					
My leader talks about their most important values and beliefs					
<i>Individualized Influence (Attribute) is: follower's perception of the leader's power, confidence and inspirational ideas.</i>					

My leader instils pride in staff for being associated with him/her					
My leader sacrifices his/her self-interest for the good of the group					
My leader displays sense of power and confidence					
My leader has leadership skills that build my respect					
<i>Intellectual Motivation is: the degree to which leaders provide a vision, use appropriate symbols and images to help others focus on their work and try to make others feel their work is important.</i>					
My leader talks enthusiastically when setting goals and objectives to accomplished					
My leader talks optimistically about the future					
My leader articulates a compelling vision of the future					
My leader shows confidence that goals will be achieved.					
<i>Intellectual Stimulation is: encouraging others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions and nurture people to question their own values and beliefs and those of the organization.</i>					
My leader re-examines critical assumptions to questions to set					
My leader seeks different perspectives when solving problems					

My leader gets staff to look at problems from different angles					
My leader suggests new ways of looking at how to complete a schedule					
<i>Individual Consideration is defined as: how leaders show interest in others' well-being, assign projects individually and pay attention to those who seem less involved in the group.</i>					
My leader spends time teaching and coaching staff.					
My leader treats me as an individual rather than just as a member of a group.					
My leader suggests new ways of looking at how to complete assignments.					
My leader considers staff individual special need, abilities and aspirations.					
<b>Transactional Leadership Styles</b>					
<i>Contingent Reward is: Leaders telling others what to do in order to be rewarded, emphasize what leaders expect from them and recognize their accomplishments.</i>					
My leader provides staff with assistance in exchange of their efforts					
My leader discusses in specific terms who is responsible for achieving performance targets.					



My leader makes clear what staff can expect to receive when performance goals are achieved					
My leader expresses satisfaction when staff meets expectations					
<i>Management-by-Exception (Active): Is a corrective transaction and occurs when followers deviate from the norm.</i>					
My leader focuses attention on irregularities, mistakes, exceptions					
My leader concentrates his/her full attention on dealing with mistakes, complaints and failures.					
Directs staff attention towards failures to meet standards					
Keeps track of staff's mistakes					
<i>Management-by-Exception (Passive) is: leaders who do not actively monitor performance but wait till deviations occur and then implement a corrective action.</i>					
My leader Fail to interfere until problems become serious					
My leader waits for things to go wrong before taking action					
My leader shows that she/he is a firm believer in “if it is not broke, don’t fix”					
My leader demonstrates that problems must become chronic before taking action.					

**SECTION C: Employees Performance**

To what extent do you attribute these statements of employee performance as a result leadership practices at Atibie Government Hospital? Where 1 denotes least agreement and 5 denotes strong agreement each item.

<b>Performance Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Consistent delivery of care for patients					
Exercise adequate control over the task					
Satisfactory time spent with the patient					
Patient's sense of safety whilst under my care					
Skilfulness in delivery					
Demonstrates willingness to learn new skills					
Help teammates in teamwork					
Develops professional working relationships with co-workers					
Maintains professional working relationships with co-workers					
Support for patients to care for themselves, where appropriate					

**Thank you very much**